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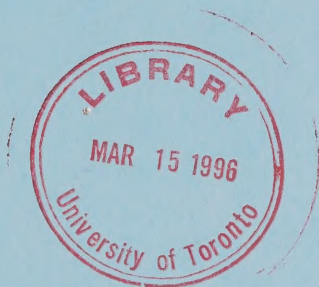
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Registry of the Federal Court of Canada

1996-97
Estimates



ISBN 0-660-59898-1



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Part III

Expenditure Plan

The Estimates Documents

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

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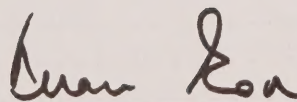
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1996-97 Estimates

Part III

Registry of the Federal Court of Canada



Minister of Justice

Preface

This Expenditure Plan is designed to be used as a reference document. As such, it contains several levels of detail to respond to the various needs of its audience.

This plan is divided into two sections. Section I presents an overview of the Program including its mandate and organization, followed by a more detailed description of each activity, including the expected results and other key performance information that form the basis for the resources requested. Section II provides further information on costs and resources as well as special analyses that the reader may require to understand the Program more fully.

Section I is preceded by details of Spending Authorities from Part II of the Estimates and Volume II of the Public Accounts. This is to provide continuity with other Estimates documents and to help in assessing the Program's financial performance over the past year.

This document is designed to permit easy access to specific information that the reader may require. The table of contents provides a detailed guide to the contents of each section. In addition, references are made throughout the document to allow the reader to find more details on items of particular interest.

It should be noted that, in accordance with the Operating Budget principles, human resource consumption reported in this Expenditure Plan will be measured in terms of employee full time equivalents (FTE). FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work.

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Spending Authorities

A. Authorities for 1996-97

► Financial Requirements by Authority

Vote	(thousands of dollars)	1996-97	1995-96
		Main Estimates	Main Estimates
Federal Court of Canada			
25	Program expenditures	27,105	28,435
(S)	Contributions to employee benefit plans	2,666	2,534
Total		29,771	30,969

► Vote -- Wording and Amounts

Vote	(dollars)	1996-97 Main Estimates
Federal Court of Canada		
25	Program expenditures	27,105,000

► Program by Activities

(thousands of dollars)	1996-97 Main Estimates		1995-96
	Budgetary	Total	Main
	Operating		Estimates
Registry of the Federal Court of Canada	29,771	29,771	30,969

B. Use of 1994-95 Authorities -- Volume II of the Public Accounts

Vote (dollars)	Main Estimates	Total Available For Use	Actual Use
Federal Court of Canada			
30 Program expenditures	17,740,000	28,795,179	26,682,191
(S) Contributions to employee benefit plans	1,607,000	1,607,000	1,607,000
(S) Proceeds from the disposal of surplus Crown Assets	0	14,956	5,920
Total Program -- Budgetary	19,347,000*	30,417,135	28,295,111

*Supplementary Estimates of \$11,055,179 for the processing of immigration and refugee cases are not included in the 1994-95 Main Estimates.

Section I Program Overview

A. Introduction

1. Mandate

Pursuant to the *Federal Court Act*, R.S.C. 1985, c.F-7, section 3, the Federal Court of Canada is a superior court of record, having civil and criminal jurisdiction, for the better administration of the laws of Canada.

Judges of the Federal Court are also members of the Court Martial Appeal Court of Canada established by the *National Defence Act* (R.S.C. 1985, c.N-5). Section 234 established the Court Martial Appeal Court of Canada and Section 236 provides that the officers of the Registry of the Federal Court of Canada are *ex officio* officers of the Registry of the Court Martial Appeal Court of Canada.

2. Program Objective

The **key objective** of the Registry is to effectively manage the administrative processes which support a court of law, equity and admiralty for the better administration of the laws of Canada.

The **sub-objectives** which support the key objective are:

- Promoting the best possible environment for the judges to make expeditious and considered decisions.
- Expediting Registry processing activities leading up to the disposition of Court proceedings and the issuance and enforcement of decisions made by the Court, thereby eliminating unnecessary delays and minimizing costs to all parties concerned.
- Promoting quality assurance over national processing activities to foster uniform application of federal legislation.

3. Program Description

The Federal Court of Canada has broad jurisdiction over matters such as cases by and against the Crown, appeals under numerous federal statutes, disputes in various commercial matters including admiralty and intellectual property and the authority to review decisions of federal boards, tribunals and commissions including decisions of the Immigration and Refugee Board.

The role of the Registry is to act as a repository for the filing and issuing of documents, on all cases brought before the Court, in accordance with the Federal Court Rules, the Federal Court Immigration Rules, or the Court Martial Appeal Court Rules. All activities and contacts between Judges, litigants and the legal profession flow through the Registry. Some officers of the Registry also perform quasi-judicial functions (refer to page 15).

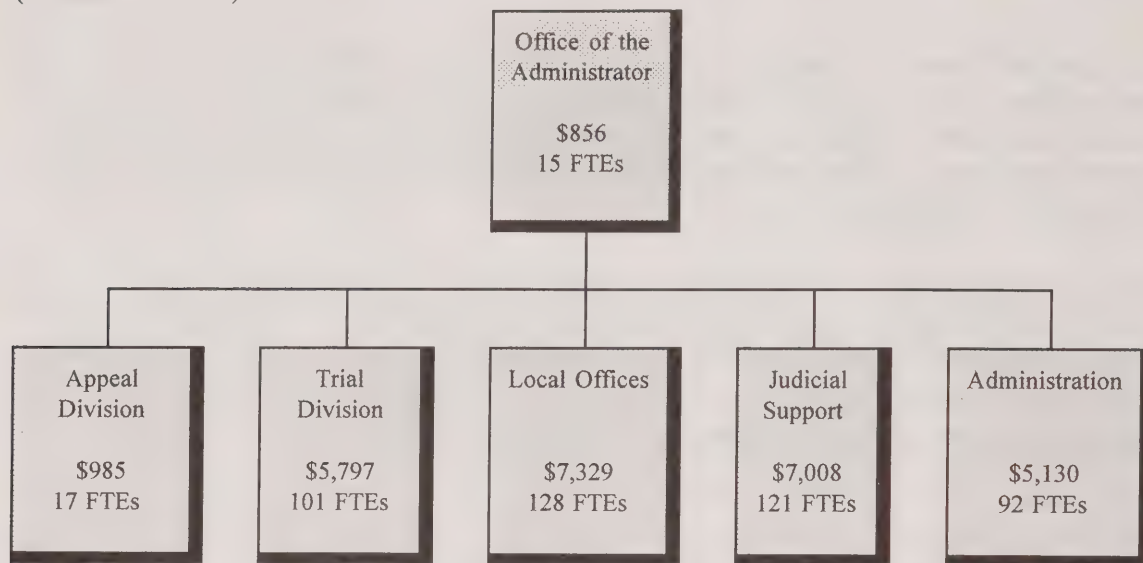
4. Program Organization for Delivery

The Court of Appeal consists of the Chief Justice and 10 judges; the Trial Division consists of the Associate Chief Justice, 19 judges, and 4 prothonotaries, all of whom are appointed by the Governor-in-Council. In addition to the complement of full-time judges, there are judges of the Federal Court who have elected supernumerary status and retired federally-appointed judges who have been invited to act as Deputy Judges of the Federal Court.

The Registry of the Federal Court of Canada will carry out its mandate in 1996-97 with an operating budget of \$27,105,000 (excludes Employee Benefit Plans) and 474 Full-Time Equivalents (FTEs). The organizational structure and estimated resource allocation are summarized in Figure 1.

Figure 1: Distribution of 1996-97 Resources by Organizational Component

(thousands of dollars)



- **Office of the Administrator** is responsible for executive direction, policy development and all planning to ensure that the Registry deals effectively with an increasing workload and limited resources. Under Sections 74-76 of the *Judges Act*, the Commissioner for Federal Judicial Affairs and the Administrator of the Court, as Deputy of the Commissioner, are accountable for ensuring proper resourcing of the Program.
- **Appeal Division** processes appeals and applications for judicial review and, through the Appeal Book Unit, produces case and appeal books as required by the Rules of the Court. The Appeal Book Unit also prepares statistics and status reports for the Division.
- **Trial Division** processes legal documents through the functional areas of Admiralty, Crown, Immigration, Intellectual Property, Tax Litigation and Other Proceedings which reflect the diverse nature of the caseload.
- Complementing the Principal Office in Ottawa, the Registry operates the following sixteen **local offices** where a party to any proceeding may file documents, request the issuance of writs or otherwise do business with the Court in either official language.

Although documents pertaining to Federal Court cases may be filed in any office of the Registry, originals of all court documents are held in the principal office with certified copies being maintained in the local office which is most convenient for the parties to the action.

ATLANTIC REGION: Fredericton and Saint John,* NB, Halifax, NS, Charlottetown,* PE, and St. John's,* NF

QUEBEC REGION: Montreal and Quebec City, PQ

ONTARIO REGION: Toronto, ON

WESTERN REGION: Vancouver, BC, Winnipeg, MB, Regina,* and Saskatoon,* SK, Edmonton, and Calgary, AB, Whitehorse,* Y, and Yellowknife,* NT

*Offices staffed by provincial or territorial court employees.

- **Administration**, in addition to a full range of advisory and support services in the areas of Financial Administration, Official Languages, Human Resources and Security, Facilities Management, Management Services and Administrative Services, other services include the legal research function, library services, informatics services and secretariat units which support the judicial activities of the Court, the Rules Committee, Registry operations and the publishing of the Court Martial Appeal Court of Canada reports.

A developmental program is operated for law clerks to gain experience in Court process by providing research assistance to judges. The law clerks are recent graduates of Canadian law schools whose participation in this program is recognized as satisfying all or part of the articling requirements of the provincial law associations. Since the beginning of the program in 1984, over 100 law clerks have articulated with the Court.

5. Environment

The delivery and resource requirements of the program have been influenced by a number of factors including judicial workload, registry workload, delay reduction implementation and changes in jurisdiction.

The Federal Court's governing legislation and the fundamental principles of our judicial system provide for unfettered access to the Court and that equal access shall be available to all people coming to the Court. Thus, decisions by litigants to bring matters before the Court dictate judicial and registry workload. The actual level of workload then becomes a function of several factors i.e. the number of cases filed, their complexity, the length of hearings, number of supporting documents filed, etc.

Of particular note, there has been a continuing growth in the Federal Court's workload in aboriginal cases. The claims involve complex constitutional matters, land entitlements by different bands, issues of fiduciary responsibility, natural resources and monetary compensation. The nature of these proceedings is such that they are typically lengthy and complicated cases.

The complexity of aboriginal matters necessitates assignment of judges to manage these files in their pre-trial phase. A series of pre-trial conferences is utilized to clarify issues and to assist generally in the preparation for trial. Pre-trial conferences are becoming a consistently used case management tool. Not restricted to aboriginal matters alone, they have been utilized across many areas of the Court's jurisdiction requiring the involvement of the Registry on an ongoing basis.

The Registry as a whole continues to face a difficult challenge to meet the Court's needs within the limits of our operational resources.

6. Plans for 1996-97:

- The Honourable Allan Rock, Minister of Justice and Attorney General of Canada, announced a review on October 28, 1994 that will consider whether legislative amendments could improve effectiveness, accessibility and cost-efficiency of the Federal Court of Canada and the Tax Court of Canada. Findings are expected by April 1996.
 - The Rules Committee of the Federal Court chaired by the Chief Justice, has introduced Amending Order No. 18 through the Canada Gazette for consultative purposes which required representations from the public by December 1995. The implementation of Amending Order No. 18 will establish a caseflow management program proposed for the Trial Division.
 - Commencing in 1996, the Federal Court of Canada will allow motions and pre-trial or other conferences to take place by video conference hearings. A hearing room at the principal office of the Court in Ottawa is being equipped with video conference equipment. The goals of this initiative are:
-

- i) to provide an alternative means of access to Court hearings in order to facilitate the advancement of cases, including access on urgent matters and across long distances; and
 - ii) to save costs in time and travel for litigants, judges and registry staff.
 - Security initiatives include reviews on a national basis to upgrade the Registry's security to an acceptable level based on Royal Canadian Mounted Police recommendations.
 - The Registry's information management plan includes the development of client-server and local area network solutions in order to increase efficiency and extend more effective tools to staff. The Registry is now installing local area networks and appropriate software at all locations. Following participation in a beta test during 1995, the financial management system will be converted to a client-server version effective April 1, 1996.
 - Developmental work on an in-house Management Training Program will be completed in 1996. This program consists of fourteen modules and will provide theoretical and practical training in management topics ranging from planning and managing human resources to leadership and motivation.
 - Planning continues for the construction of a single-purpose building on Saint Laurent Square in **Ottawa** to accommodate the operations which are currently housed in six buildings. Preliminary project approval was granted by Treasury Board Ministers in February 1990. Since then, the design concept by the private-sector consortium has been reviewed and approved by the following:
 - i) Federal Court of Canada user Committee;
 - ii) regional and headquarters senior officials of Public Works and Government Services Canada;
 - iii) the Advisory Committee on Design of the National Capital Commission.
 - Continue following up on the Treasury Board Ministers decision (TBM 819513 dated December 3, 1992) indicating that the Treasury Board Secretariat, in collaboration with the courts, should study the appropriateness of establishing regional federal judicial centres.
-

Recent Performance in 1995-96:

- The Chief Justice has initiated a pilot project to permit the televising of Appeal Division hearings to improve public access to court proceedings. In 1995, a sitting at Toronto was televised for the first time in the Court's history. The matter before the Court was one of public interest relating to the construction of a bridge between Prince Edward Island and New Brunswick.
 - The annual Operational Effectiveness and Efficiency Review started in 1993 has been incorporated as an integral part of the Registry's Business Planning and Management Review programs. Since the last report, Case Management Rules changes have been drafted and published for public consultation. Quality Service Standards have been developed and will be ready for the public by the beginning of 1996.
 - Changes to the Rules under Amending Order No. 17 came into force on September 1, 1995. These revisions impose dramatic changes to the Court's Tariff and effectively revolutionize the assessment criteria to be applied by taxing officers of the Registry in determining costs awarded by the Court to successful parties.
 - The imaging of exhibits and materials in recent large trials and in a significant sample of immigration proceedings is part of a pilot strategy to determine effectiveness for high volume workload and to adjust to demands of increasingly complex litigation i.e. commercial, aboriginal, etc.
 - Courtroom facilities across Canada continue to be loaned (over 1,700 days) to the Tax Court of Canada and federal boards, commissions and tribunals such as Office of the Umpire, Human Rights Tribunal, Public Service Staff Relations Board and various provincial courts.
 - A security initiative included the completion of an installation at the Montreal Local Office.
 - For certain types of motions, teleconferencing continues to be a useful, efficient and cost-effective method of allowing parties from across Canada to participate in Court hearings of urgent nature. This practice has increased from 7 teleconferences in 1989 to 512 teleconferences in 1994 and 380 from January to September 30, 1995. In travel costs alone, it represents significant savings to the Court and litigants.
 - Developmental work on the Registry Officer Development Program will be completed in December 1995. Eighteen discrete knowledge and skills modules are scheduled for 1996.
-

B. Program Performance Information

1. Summary of Financial Requirements

Figure 2: Financial Requirements

(thousands of dollars)	Estimates 1996-97	Forecast 1995-96	Change
Registry of the Federal Court of Canada	29,771	28,200	1,571
Human resources**(FTE)	474	450	24

**See Figure 13, page 28 for additional information on human resources.

Explanation of change: The financial requirements for 1996-97 are \$1,571,000 or 5.57% more than the 1995-96 expenditure forecast. The major reason for the difference is the temporary decline of immigration workload in 1995-96.

2. Review of Financial Performance

Figure 3: 1994-95 Financial Performance

(thousands of dollars)	1994-95		Change
	Actual	Main Estimates	
Registry of the Federal Court of Canada	28,295	19,347	8,948
Human resources*(FTE)	454	308	146

*See Figure 13, page 28, for additional information on full-time equivalents.

Explanation of change: Actual financial requirements were \$8,948,000 or 46.25% more than the Main Estimates and resulted from Supplementary Estimates for processing immigration and refugee caseload.

Historical Trends: The following figure illustrates the change in the Registry's year-over-year expenditures.

Figure 4: Program Costs - Historical Trends for 1991-92 through 1995-96

(thousands of dollars)	Main Estimates	Total Authority	Actual Expenditures
1991-92	18,729	22,486	19,252
1992-93	32,670	31,758	27,715
1993-94	33,063	33,144	31,868
1994-95	19,347	30,402*	28,295
1995-96	30,969	30,969	28,200**

*Includes Supplementary Estimates for immigration in 1994-95 while this funding was included in Main Estimates for the previous and subsequent year.

** Forecast based on information known as of November 30, 1995.

3. Program Effectiveness

The Federal Court of Canada is a superior court of record that determines issues of federal law transcending provincial boundaries. This requires high standards of service and provides greater consistency and efficiency than would otherwise be the case if federal legislation were to be administered by separate provincial/territorial courts. This results in savings to the general public and minimizes government expenditures. The following key services contribute to the effectiveness of program delivery.

- ▶ Assisting in case scheduling and courtroom operations (i.e. providing dispute resolution facilities) by providing a single conduit for both the timing and the operation of hearings, thereby eliminating multiple contacts, facilities and support services.
- ▶ Providing information on the rules of practice, court directives and procedures in matters of federal legislation.
- ▶ Processing all documents filed by or issued to litigants, and recording all proceedings necessary for the resolution of legal disputes by providing a national Registry.

- ▶ Performing certain quasi-judicial functions i.e. taxation of costs, examinations of judgment debtors, references on damages, admiralty arrests of ships, cargo or freight, preparation of schemes of collocation in accordance with the Civil Code, taxation of the costs of proceedings of the Court Martial Appeal Court, commercial arbitration and enforcement and registration of foreign judgments and arbitral awards.
- ▶ Maintaining custody of the Federal Court records for access by judges, Registry personnel, litigants, the legal profession and the public through the automated Proceedings Management System, thereby minimizing the costs of accessing such records and communicating information between Court offices.
- ▶ Issuing legal instruments to enforce decisions made by the Court and various federal entities i.e. Revenue Canada, Canada Labour Relations Board, and Canadian Human Rights Tribunal.

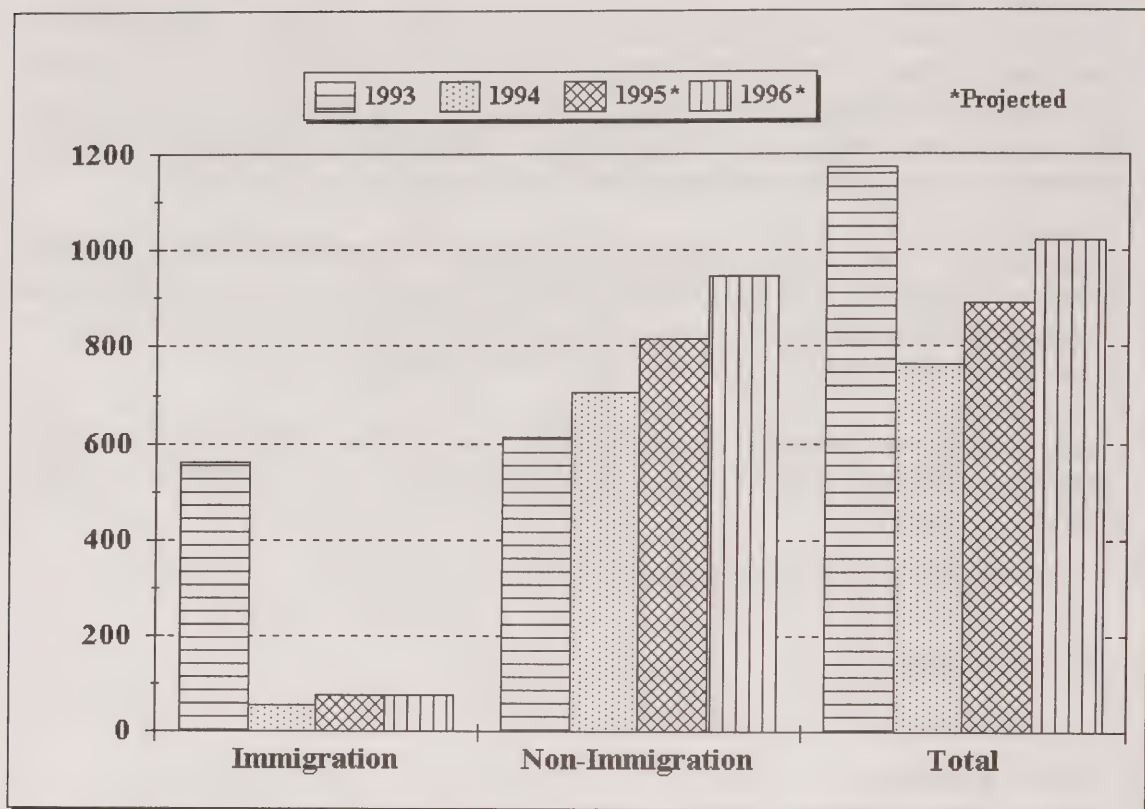
4. Branch Reports

(i) Appeal Division

Workload Indicators: On February 1, 1993, amendments to the *Immigration Act* transferred jurisdiction under that legislation from the Court of Appeal to the Trial Division. The Court of Appeal retains authority, however, to hear appeals from the Trial Division in immigration matters. Institution of new proceedings, other than immigration, have continued on a steady upward trend. Figure 5, page 16, demonstrates that the number of proceedings instituted in calendar year 1994, excluding immigration, rose 15% over the previous year to 706 cases. Actual figures available for 1995 indicate that the rate of institutions in the Court of Appeal is continuing upward steadily. Total new proceedings are forecasted to increase to 890 in 1995 and 1,023 in 1996.

Figure 5:

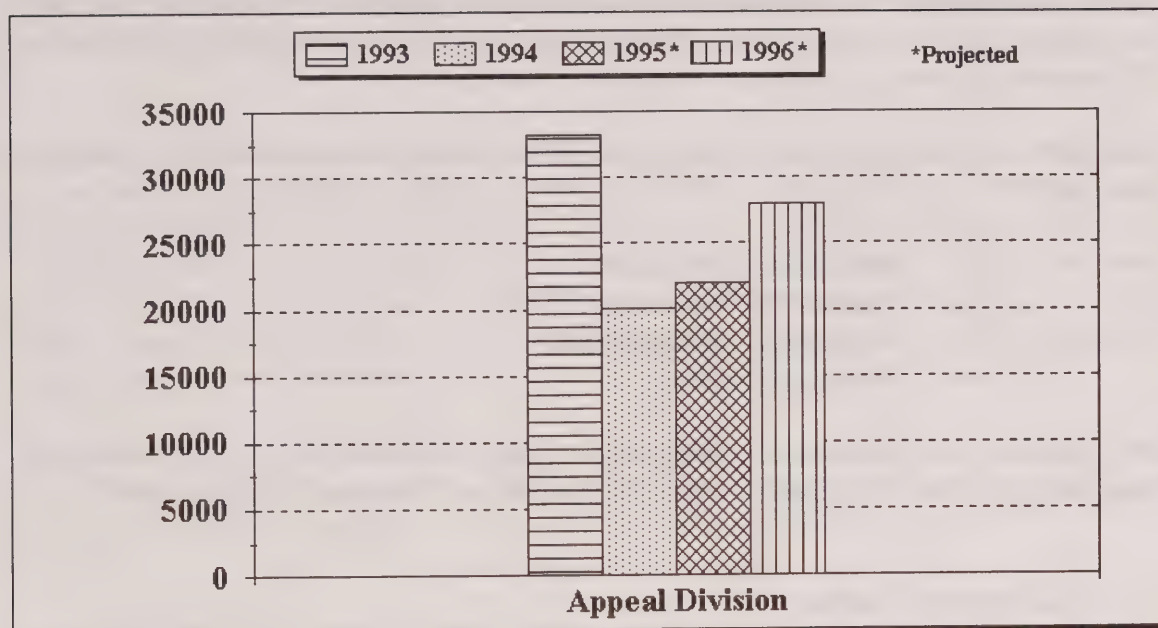
Proceedings Instituted - Appeal



In 1994, the Court of Appeal decided 743 matters, reducing its pending caseload to 1,990 proceedings, comprising 1,354 appeals from the Trial Division (715 appeals from final orders and 639 appeals from interlocutory orders), 414 statutory appeals, 221 judicial reviews and 1 reference. It is expected that high level of dispositions will stabilize in 1995 to approximately 500 decisions, but will increase again in 1996 to an estimated 600 dispositions as a result of an initiative by the Court of Appeal under Rule 327.2 to reduce the average time from commencement to disposition by moving cases more quickly to closure. That goal has necessitated a higher level of efficiency by the Registry in not only processing a heavier influx of judgments, orders and other documents, but also responding more quickly to the information needs of litigants and the legal community. One indicator of the Registry's workload is the number of entries registered in the Court's automated record system (refer to Figure 6, page 17). During the 1994 calendar year, Registry staff of the Appeal Division completed over 20,000 recorded entries nationally. That level of production is expected to continue in 1995 and increase in 1996 at a rate of approximately 15%, parallel to the current growth of new proceedings in the Appeal Division.

Figure 6:

Recorded Entries



A marked increase in workload relating to the preparation of Appeal and Case Books was experienced in 1994. The average number of pages produced by the Registry rose 35% to 292 pages per book, compared to an average of 216 pages in 1993. This higher rate of production is expected to continue in 1995 and 1996 reflecting a trend toward the litigation of issues of greater complexity and, hence, more voluminous supporting documentation. Such is the case particularly in matters relating to decisions of the Canadian International Trade Tribunal, the Competition Tribunal and appeals from decisions of the Trial Division in aboriginal cases.

Officers and employees of the Federal Court of Canada also perform *ex officio* duties of their respective offices in relation to the Court Martial Appeal Court of Canada. Documents are processed by the Appeal Division registry. The time consumed in 1994 for providing administrative support services and preparing material for the Court Martial Appeal Court was particularly onerous because of the large volumes of material and high profile of appeals against Court Martials relating to challenges raised under the *Charter of Rights and Freedoms* and the Somalia cases (e.g. *Elvin Kyle Brown*, CMAC-372). A return to normal levels of activity in this area is expected in 1995 and 1996.

(ii) Trial Division

In order to facilitate the analysis of the Registry's past and anticipated performance, this branch report has been separated into (A) the Immigration Section and (B) the Non-Immigration Section. As the non-immigration program continues to be the largest activity area, the graphs illustrating workload for both programs are located within this section. All supporting statistics are based on calendar year data.

Each section will explore the following principal indicators which are useful in measuring workload:

- a) Decisions of the Court;
- b) Hearings before the Court;
- c) Proceedings Instituted; and
- d) Recorded Entries.

Our mandate also includes the maintenance and improvement of the Proceedings Management System, the Delay Reduction Program and National Quality Control.

(A) Immigration Section

Workload Indicators: As a result of amendments to the *Immigration Act* effective February 1, 1993, the Appeal Division Immigration workload and jurisdiction was transferred to the Trial Division (Immigration Section). The Immigration jurisdiction is a significant part of the Trial Division program and consequently, a separate analysis is provided.

Under current legislation rigid time constraints apply to immigration matters. Considerable staff time is required to maintain a Bring Forward System to monitor and ensure that the processing and filing time limits are met. Urgent stay hearings involving upcoming deportations also add to the time pressures on the Court and Registry staff. Many of these hearings to stay deportation orders are dealt with through our after hours emergency response system.

Decisions of the Court (Figure 7, page 21): Judgments and orders rendered by the Court have a direct relationship to the number of proceedings filed. Accordingly, we anticipate a 40% decrease in decisions rendered in 1995 for a total of 6,800. We recognize that this is a substantial decrease from the 1994 total of 11,228 which was a new peak in decisions rendered by the Court and 9% higher than the 1993 total of 10,283 decisions. We expect that this trend will bottom out in 1996 and figures will increase by 10% to a new total

of 7,450 decisions. Projections are based on the assumptions that the Immigration Refugee Board will start to deal with their current backlog of files in the later part of 1996, that the rate of negative decisions will increase and that the Board will have completed implementation of its new administrative systems.

Hearings before the Court (Figures 8 and 9, page 23): Although the total number of proceedings instituted has declined in 1994 and 1995, the total number of matters heard in Court increased to 1,637 in 1994, more than double the 796 matters heard in 1993, and it is anticipated that 1,678 matters will be heard in 1995. The number of matters heard in 1994 and 1995 has increased in contrast to the number of proceedings filed, as a result of the disposition by the Court of our backlog of cases. A total of 1,323 matters are expected to be heard in 1996.

The number of days in Court follows the same trend as expressed above. In 1994, there were 638 days in Court compared to 334 in 1993. In 1995 and 1996, we expect 685 and 540 days in Court, respectively.

Proceedings instituted (Figure 10, page 24): In 1994, the total number of proceedings filed reached 6,366 which is a reduction of 25% over the 1993 total of 8,454. As reported last year, the decline in the number of proceedings initiated in the Court is due to a lower number of negative decisions on refugee claims rendered by the Immigration Refugee Board and its internal administrative circumstances. This decline has continued in 1995 to an expected total 4,100 proceedings to year end in the Court. We expect that the trend will be reversed in the later part of 1996 to an anticipated total of 4,500 proceedings because the Board's current backlog of cases will need to be addressed.

Recorded Entries (Figure 11, page 25): Recorded entries reflect processing activities performed by Registry Officers as they record documents filed, decisions made by the Court and other events in the life of a proceeding. As seen from Figure 11, a peak was reached in 1993 of 109,407 recorded entries mostly due to the transfer of immigration proceedings from the Appeal Division and new proceedings instituted. In 1994, we recorded 73,674 entries and for 1995, we expect 50,020 which follows the trend previously expressed in our proceedings instituted segment. As the number of institutions increases in 1996, the number of recorded entries will mirror its 10% increase to 54,900.

(B) Non-Immigration Section

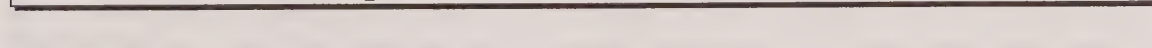
Workload Indicators: The Trial Division, excluding immigration, continues to sustain significant workload increases on a yearly basis. Reasons for an increased workload rest with the continually expanding jurisdiction of the Federal Court of Canada as a result of Parliament enacting new legislation or amending existing statutes, the continued diligence of our Judges to hear and adjudicate cases and the litigants' increased filings in the Registry.

Because of the increased workload over the past several years, the Registry continues to be challenged to meet service requirements for the Court, litigants and the public. Litigants and the public can call a Registry Officer 24 hours a day to make arrangements for the issuance of a warrant for the arrest of a ship, for a special hearing with the Court or other urgent requirements. Consequently, we have relied on interim re-allocation of internal resources belonging to other programs to help us meet our service objectives.

Efficiency increases:

- Access to Information and Privacy cases continue to be processed in a diligent fashion as a result of the practice and procedures issued by the Associate Chief Justice in 1993. The efforts of the Court and the Registry were recognized in the 1993-94 and 1994-95 Annual Reports of the Information Commissioner.
- Grouping cases (such as aboriginal cases) based on the same point of law while hearing a selected case to determine precedent in law for all (with consent of counsel).
- Assigning case management judges to manage complex cases using pre-hearing conferences to reduce time for trials; and
- Developing a caseload system, under new rules, proposed to be effective in September 1996.

Decisions of the Court: Decisions of the Court are judgments or orders rendered by a judge or prothonotary upon consideration of a motion, appeal, trial or other special hearing held in open court. Decisions can also be rendered from chambers after judgment is reserved or upon written submissions. Both are effected through the Registry. Orders scheduling hearing dates are also issued by the Judicial Administrator. These decisions are officially recorded by Registry Officers in the Proceedings Management System and in the Court Judgments and Orders Book(s).



part as a result of a decrease in interlocutory motions filed, we have observed that more time in Court is taken to deal with complex matters such as trials, appeals and judicial reviews. We expect that approximately 3,046 trials, appeals and other applications will be heard in Court in 1995. This represents a 4% increase over the 2,938 matters heard in 1994. A 7% increase is anticipated for 1996 for a total of 3,252 matters to be heard. The trend follows a gradual increase from year to year.

The number of days in Court follows the same trend as expressed above. In 1995, 1,475 days in Court is anticipated which is a 4% increase over the 1994 total of 1,422 and in 1996, a 7% increase is expected for a total of 1,575.

The court has established a policy of reviewing all cases where counsel is asking for a trial exceeding four days in length. The Associate Chief Justice is assigning specific judges to manage issues on complex cases such as aboriginal matters in order to reduce the length of the hearing. Accordingly, pre-trial conferences are routinely held to expedite trials or resolve actions or parts thereof. By reducing the amount of time required at trial, the Court can hear more cases in the time saved. The Court has also increased the use of telephone conferencing to reduce its costs and those incurred by the parties and to expedite the hearing of urgent applications.

Notwithstanding the above measures to save time and costs, the federal legislation as a whole has generated workload beyond judicial resources and thus delays in hearing cases expeditiously has arisen. As an example, our judges are required to sit as Umpires under the *Unemployment Insurance Act*, but those matters are not included in these statistics. In addition, immigration legislation mandates certain time limits requiring the Court to hear cases within more restrictive time frames than non-immigration matters. As a result of these time frames and extra workload, delays in hearing cases are being created in both immigration and non-immigration areas.

Figure 8: Matters Heard in Court - Trial Division

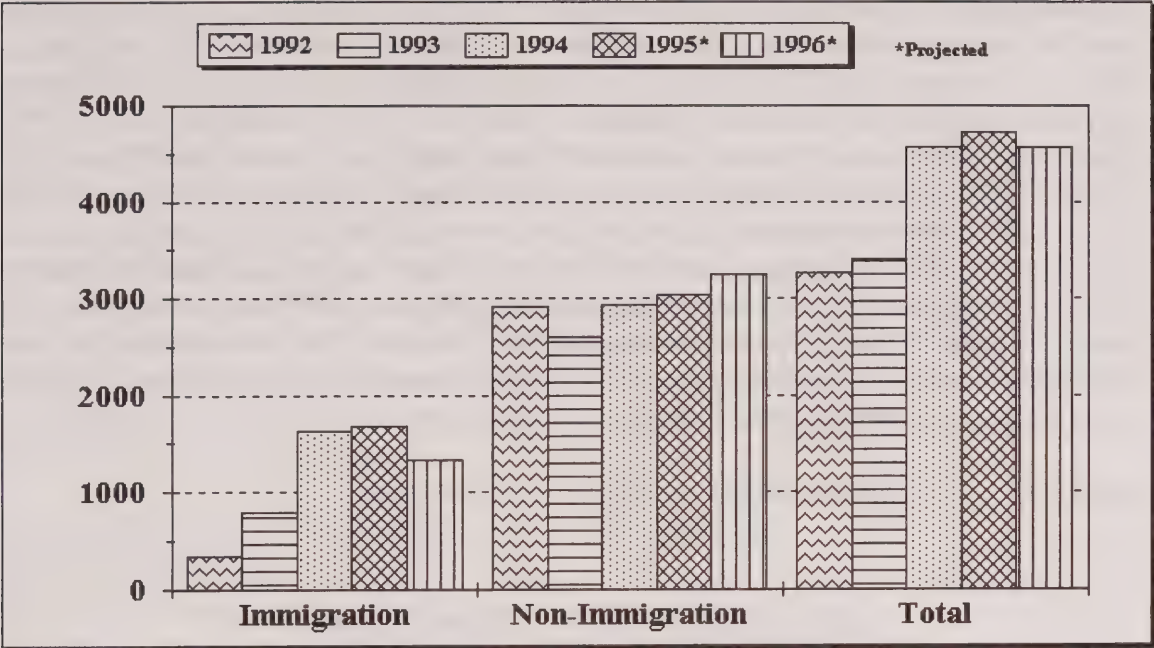
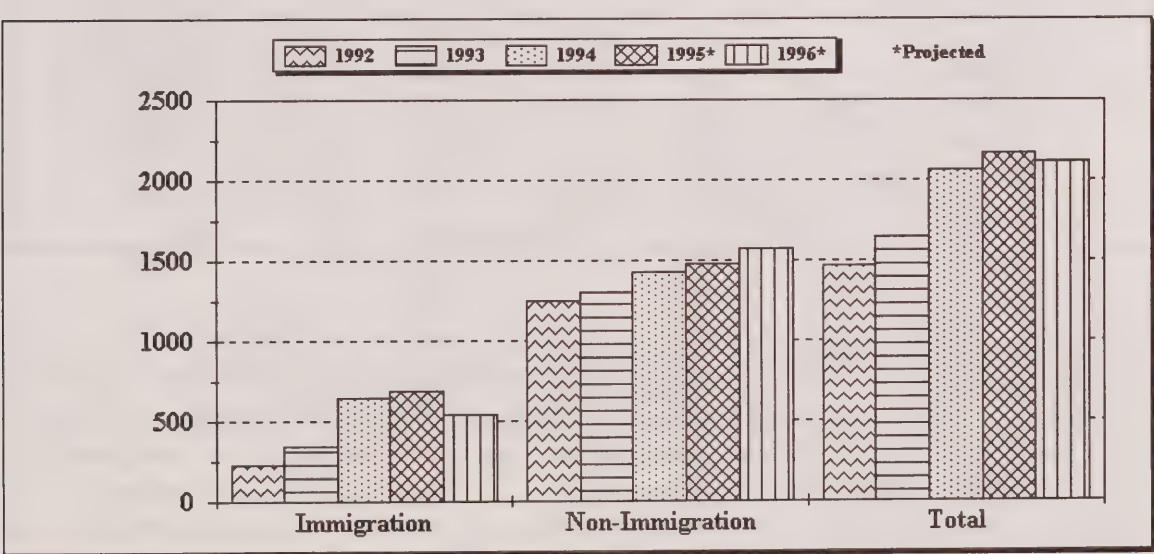
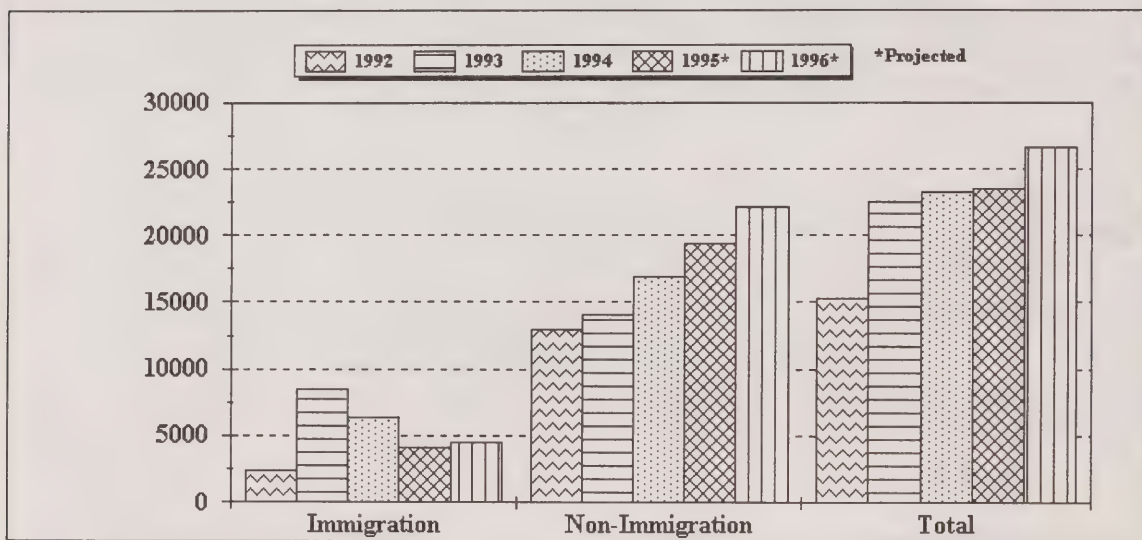


Figure 9: Days in Court - Trial Division



Proceedings Instituted (Figure 10): The Court continues to serve the needs of an increasing number of litigants. There was a steady growth in the number of proceedings (non-immigration) instituted over the past several years. In particular, over the past four years, the yearly growth of proceedings filed has varied between 9 to 21%. In 1994, a total of 16,959 proceedings were filed. Accordingly, we estimate for 1995 a 15% increase in proceedings filed for a total of 19,450 and a total of 22,150 proceedings in year 1996. This amount constitutes 83% of the total 26,650 proceedings anticipated for 1996 in Trial Division. The total proceedings before this court have been increasing in numbers because of a steady increase in filings of tax certificates (including GST), judicial review applications, citizenship appeals and other actions. There was a significant increase in GST Certificates filed in the Ottawa Principal Office and the Montreal, Quebec City and Vancouver local offices. However, we expect this process will be centralized in the near future due to Revenue Canada's proposed initiative to process GST Certificates, and other related documents, through their Ottawa headquarters.

Figure 10: Proceedings Instituted - Trial Division

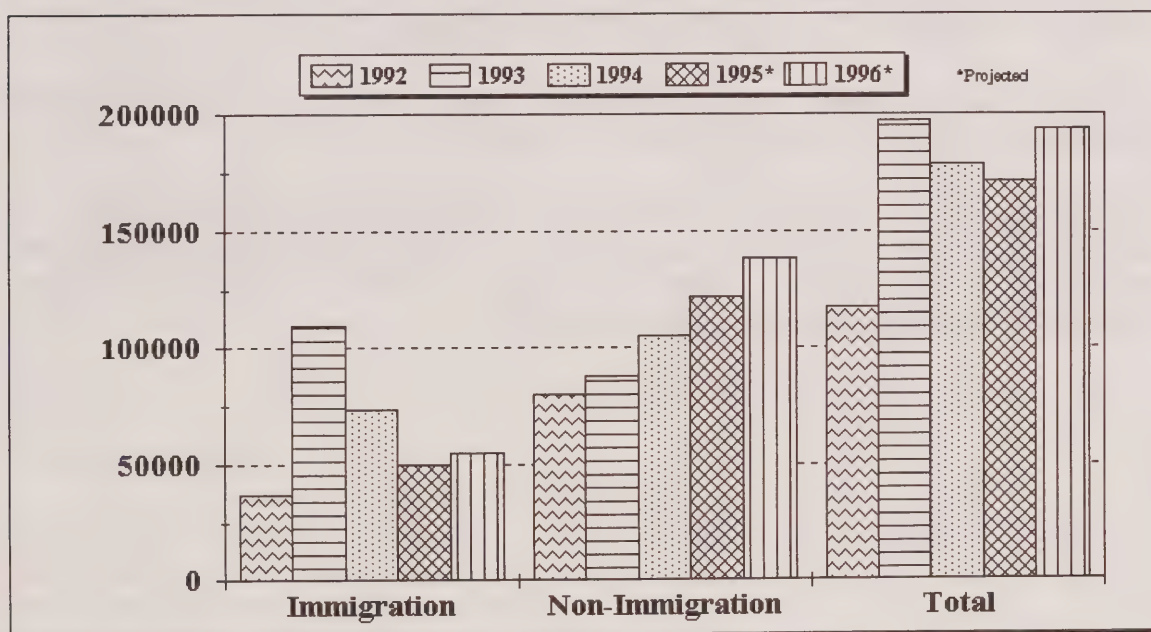


Recorded Entries (Figure 11): The processing activities related to the filing and recording of documents or events is a principal function of the Registry and the building block of our official court record. Recorded entries are prepared by Registry Officers by using the automated Proceedings Management System. These entries are completed for every document filed or event that transpired in the life of a Court proceedings which gives the reader a "snapshot" of the status of the case when the system is accessed. The standardized data input into the record entry varies from basic information such as the nature of the document (Statement of Claim, Defence, etc.), the date and location of

filing, the fees paid and the name of the party submitting the document to a more detailed description of any instructions or decisions rendered by the Court. This information source is useful to inform the parties and the public, and to compile various statistical reports for use by the Registry and the Court.

Recorded entries (non-immigration) have sustained a steady growth in number over the past four years of between 10 to 19% per year. This growth is linked to the increase in number of proceedings instituted in the Court, the number of matters heard and the number of decisions rendered by the Court. In 1994, the Registry completed 105,287 recorded entries. In 1995, we expect to complete 121,556 recorded entries for an increase of 15% over the 1994 total. In 1996, we estimate that our Registry Officers will record approximately 138,500 of these non-immigration documents/events which constitutes 72% of the total 193,500 recorded entries anticipated in the Trial Division.

Figure 11: Recorded Entries - Trial Division



(iii) Administration

Workload Indicators: Administration has provided effective support to the judiciary during a time of change and adjustment, particularly in relation to new automation programs and the Court's emphasis on delay reduction. Increased demands for library, law clerks and secretariat support services reflect the increases in the numbers of hearings, court decisions and reasons. During 1994, the Court delivered more decisions with reasons than in any previous year. In 1992, judges issued 1,664 decisions with reasons, totalling 13,000 pages; in 1993, 1,995 decisions totalling 20,000 pages were issued, increase of 19.9% and 53.8% respectively and in 1994, 4,614 decisions totalling 39,000 pages were issued.

The Court continues to develop automation programs to support delay reduction, caseflow management and case scheduling.

The Registry maintains limited library collections at Court offices across the country. The Library conducts an ongoing review of the adequacy of its collections and services, and with the library committee has developed strategies for coping with the effects of inflation. Demands for library services continue to increase.

Current initiatives include a consolidated review of the Federal Court Rules and the introduction of Rules to implement caseflow management.

This Court, being a statutorily bilingual court, must provide the public with the information it needs in the official language of its choice and to supply employees with the documents they require to perform their duties. In 1994-95, 4,643,813 words were produced and an increase is expected in 1995-96.

Section II

Supplementary Information

A. Profile of Program Resources

Figure 12:Details of Financial Requirements by Object

(thousands of dollars)	Estimates 1996-97	Forecast 1995-96	Actual 1994-95
Personnel			
Salaries and wages	18,384	17,000	17,836
Contributions to employee benefit plans	2,666	2,100	1,607
Sub-total	21,050	19,100	19,443
Goods and services			
Transportation and communications	1,676	1,600	1,677
Information	292	277	292
Professional and special services	3,826	3,937	2,773
Rentals	276	513	276
Purchased repair and upkeep	873	933	873
Utilities, materials and supplies	1,629	1,528	1,629
Other subsidies and payments	0	0	1
Minor capital*	149	312	1,331
Sub-total	8,721	9,100	8,852
Total requirements	29,771	28,200	28,295

*Minor capital is the residual after the amount of controlled capital has been established. In accordance with the Operating Budget principles, these resources would be interchangeable with Personnel and Goods and Services expenditures.

B. Personnel Requirements

Figure 13: Details of Personnel Requirements

	Full-Time Equivalents*			1995-96 Current Salary Range	Average Salary Provision
	Estimates 1996-97	Forecast 1995-96	Actual 1994-95		
OIC Appointments ¹	4	3	2	45,600-170,500	102,100
Executive²	6	6	6	63,300-128,900	75,750
Scientific & Professional					
Law	3	2	2	29,870-128,900	73,100
Library Science	4	4	4	26,132-61,951	43,056
Administrative and Foreign Service					
Administrative Services	50	44	81	17,994-75,002	45,241
Computer Systems	11	10	10	24,060-78,759	43,745
Financial Administration	7	6	5	15,981-71,883	61,890
Personnel Administration	5	5	5	16,882-69,291	46,660
Program Administration	147	135	110	17,994-75,002	41,992
Purchasing and Supply	2	2	2	16,781-72,700	37,579
Technical					
Social Science Support	40	42	36	16,608-75,927	32,774
Administrative Support					
Clerical & Regulatory	107	104	106	16,999-41,724	27,067
Secretarial	56	57	56	16,847-41,991	30,357
Operational					
General Services	30	28	28	17,489-53,544	26,184
Printing Operations	2	2	2	23,694-71,129	31,893
	474	450	454		

1 This includes all those at the DM level and all GIC's.

2 This includes all those in the EX-1 to EX-5 range inclusive.

*Full-time equivalent (FTE) is a measure of human resource consumption based on average levels of employment. FTEs are not subject to Treasury Board control but are disclosed in Part III of Estimates in support of personnel expenditure requirements specified in the Estimates.

Note: The current salary range column shows the salary ranges by occupational group at November 21, 1995. The average salary column reflects the estimated base salary costs including allowance for collective agreements, annual increments, promotions and merit pay.

C. Net Cost of Program

The Estimates of the Program include only those expenditures to be charged to its voted and statutory authorities. Figure 14 provides other cost items, as well as projected revenues, which need to be taken into account to arrive at the estimated net cost of the Program.

Figure 14: Estimated Net Cost of the Program for 1996-97

(thousands of dollars)

Main Estimates 1996-97	Add* Other Costs	Total Program Costs	Less** Revenue	<u>Estimated Net Program Cost</u>	
				1996-97	1995-96
29,771	10,120	39,891	777	39,114	39,942

*Other costs of \$10,120,000 consist of:

(\$000)

- estimated costs of accommodations provided without charge from Public Works and Government Services Canada; 9,006
- employee benefits covering the employer's share of insurance premiums and costs paid by the Treasury Board Secretariat; and 1,066
- estimated value of the services provided without charge by Public Works and Government Services Canada for the cost of compensation administration of pay processing. 48

**Revenue of \$777,031 is based on the 1995-96 forecast of receipts to be credited directly to the Consolidated Revenue Fund.

D. Legislation Affecting the Court

A specific right to appeal to the Federal Court or for review by the Court, or for the enforcement of decisions, or the recovery of debt owed to Her Majesty, are provided for in legislation other than the *Federal Court Act*. The following, **although not exhaustive, is a list the of legislation affecting the Court:**

Access to Information Act, R.S., 1985, c. A-1
Bank Act, R.S., 1991, c. 46
Bankruptcy and Insolvency Act, 1985, c. B-3
Broadcasting Act, 1991, c. 11
Canada Agricultural Products Act, R.S., 1985, c. 20 (4th Supp.)
Canada Deposit Insurance Corporation Act, 1985, c. C-3
Canada Evidence Act, R.S., 1985, c. C-5
Canada Grain Act, R.S., 1985, c. G-10
Canada Labour Code, R.S., 1985, c. L-2
Canada Oil and Gas Operations Act, R.S., 1985, c. O-7
Canada Pension Plan, R.S., 1985, c. C-8
Canada Petroleum Resources Act, R.S., 1985, c. 36 (2nd Supp.)
Canada Shipping Act, R.S., 1985, c. S-9
Canadian Environmental Protection Act, R.S., 1985, c. 16 (4th Supp.)
Canadian Human Rights Act, R.S., 1985, c. H-6
Canadian International Trade Tribunal Act, R.S., 1985, c. 47 (4th Supp.)
Canadian National Railways Act, R.S., 1985, c. C-19
Canadian Ownership and Control Determination Act, R.S., 1985, c. C-20
Canadian Security Intelligence Service Act, R.S., 1985, c. C-23
Canadian Space Agency Act, 1990, c. 13
Cape Breton Development Corporation Act, R.S., 1985, c. C-25
Coasting Trade Act, 1992, c. 31
Commercial Arbitration Act, R.S., 1985, c. 17 (2nd Supp.)
Competition Act, R.S., 1985, c. C-34
Competition Tribunal Act, R.S., 1985, c. 19 (2nd Supp.)
Cooperative Credit Associations Act, 1991, c. 48
Copyright Act, R.S., 1985, c. C-42
Corrections and Conditional Release Act, 1992, c. 20
Criminal Code, R.S., 1985, c. C-46
Crown Liability and Proceedings Act, R.S., 1985, c. C-50
Cultural Property Export and Import Act, R.S., 1985, c. C-51
Customs Act, R.S., 1985, c. 1 (2nd Supp.)
Defence Production Act, R.S., 1985, c. D-1
Divorce Act, R.S., 1985, c. 3 (2nd Supp.)
Dominion Water Power Act, R.S., 1985, c. W-4

Emergencies Act, R.S., 1985, c. 22 (4th Supp.)
Energy Supplies Emergency Act, R.S., 1985, c. E-9
Excise Act, R.S., 1985, c. E-14
Excise Tax Act, R.S., 1985, c. E-15
Expropriation Act, R.S., 1985, c. E-21
Farm Credit Corporation Act, 1993, c. 14
Fisheries Act, R.S., 1985, c. F-14
Foreign Enlistment Act, R.S., 1985, c. F-28
Government Railways Act, R.S., 1985, c. G-7
Hazardous Materials Information Review Act, R.S., 1985, c. 24 (3rd Supp.),
Part III
Immigration Act, R.S., 1985, c. I-2
Income Tax Act, R.S., 1952, c. 148
Indian Act, R.S., 1985, c. I-5
Industrial Design Act, R.S., 1985, c. I-9
Insurance Companies Act, 1991, c.47
Investment Companies Act, R.S., 1985, c. I-22
Labour Adjustment Benefits Act, R.S. 1985, c. L-1
National Energy Board Act, R.S., 1985, c. N-7
National Telecommunications Powers and Procedures Act, R.S., 1985, c. N-20
National Transportation Act, 1987, R.S., 1985, c. 28 (3rd Supp.)
North American Free Trade Agreement Implementation Act, 1993, c.44
Northern Pipeline Act, R.S., 1985, c. N-26
Northwest Territories Water Act, 1992, c. 39
Official Languages Act, R.S., 1985, c. 31 (4th Supp.)
Patent Act, R.S., 1985, c. P-4
Pension Benefits Standards Act, 1985, R.S., 1985, c. 32 (2nd Supp.)
Petroleum and Gas Revenue Tax Act, R.S., 1985, c. P-12
Petroleum Incentives Program Act, R.S., 1985, c. P-13
Plant Breeders' Rights Act, 1990, c. 20
Privacy Act, R.S., 1985, c. P-21
Radiocommunication Act, R.S., 1985, c. R-2
Railway Act, R.S., 1985, c. R-3
Railway Safety Act, R.S., 1985, c. 32 (4th Supp.)
RCMP Act, R.S., 1985, c. R-10
Special Import Measures Act, R. S., 1985, c. S-15
Tax Court of Canada Act, R.S., 1985, c. T-2
Trade-Marks Act, R.S., 1985, c. T-13
Trust and Loan Companies Act, 1991, c. 45
Unemployment Insurance Act, R.S., 1985, c. U-1
United Nations Foreign Arbitral Awards Convention Act, R.S., 1985, c. 16 (2nd Supp.)
Yukon Waters Act, 1992, c. 40

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Sociétés de fiducie et de prêt, 1991, ch. 45
Sociétés d'investissement, Loi sur les, L.R. (1985), ch. I-22
Système correctionnel et la mise en liberté sous condition, Loi sur le, 1992, ch. 20
Taxe d'accise, Loi sur la, L.R. (1985), ch. E-15
Tribunal canadien du commerce extérieur, Loi sur le, L.R. (1985), ch. 47,
(4^e suppl.)
Tribunal de la concurrence, Loi sur le, L.R. (1985), ch. 19 (2^e suppl.)
Transports nationaux, Loi de 1987 sur les, L.R. (1985), ch. 28 (3^e suppl.)

- Expropriation, *Loi sur l'*, L.R. (1985), ch. E-21
- Exportation et l'insolvabilité, *Loi sur la*, 1992, ch. 27
- Forces hydrauliques du Canada, *Loi sur les*, L.R. (1985), ch. W-4
- Gendarmerie royale du Canada, *Loi sur la*, L.R. (1985), ch. R-10
- Grains du Canada, *Loi sur les*, L.R. (1985), ch. G-10
- Hydrocarbures, *Loi fédérale sur les*, L.R. (1985), ch. 36 (2^e suppl.)
- Immigration, *Loi sur l'*, L.R. (1985), ch. I-2
- Impôt sur le revenu du Canada, *Loi de l'*, S.R. (1952), ch. 148
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- Indiens, *Loi sur les*, L.R. (1985), ch. I-5
- Langues officielles, *Loi sur les*, L.R. (1985), ch. 31 (4^e suppl.)
- Marine marchande du Canada, *Loi sur la*, L.R. (1985), ch. S-9
- Marques de commerce, *Loi sur les*, L.R. (1985), ch. T-13
- Mesures spéciales d'importation, *Loi sur les*, L.R. (1985), ch. S-15
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- Normes de prestation de pension, *Loi de 1985 sur les*, L.R. (1985), ch. 32 (2^e suppl.)
- Office national de l'énergie, *Loi sur l'*, L.R. (1985), ch. N-7
- Opérations pétrolières au Canada, *Loi sur les*, L.R. (1985), ch. N-7
- Pêches, *Loi sur les*, L.R. (1985), ch. F-14
- Pipe-line du Nord, *Loi sur le*, L.R. (1985), ch. N-26
- Prestations d'adaptation pour les travailleurs, *Loi sur les*, L.R. (1985), ch. L-1
- Preuve au Canada, *Loi sur la*, L.R. (1985), ch. C-5
- Production de défense, *Loi sur la*, L.R. (1985), ch. D-1
- Produits agricoles au Canada, *Loi sur les*, L.R. (1985), ch. 20 (4^e suppl.)
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- Radiocommunication, *Loi sur la*, L.R. (1985), ch. R-2
- Radiodiffusion, *Loi sur la*, 1991, ch. 11
- Régime de Pensions du Canada, L.R. (1985), ch. C-8
- Responsabilité civile de l'Etat et le contentieux administratif, *Loi sur la*, L.R. (1985), ch. C-50
- Sécurité ferroviaire, *Loi sur la*, L.R. (1985), ch. 32 (4^e suppl.)
- Service canadien du renseignement de sécurité, *Loi sur le*, L.C. 1985, ch. C-23
- Sociétés d'assurance, *Loi sur les*, 1991, ch. 47
- Société d'assurance-dépôts du Canada, *Loi sur la*, 1992, ch. 26

D. Lois ayant des répercussions sur le fonctionnement de la Cour

Un droit précis permettant d'interjeter appel auprès de la Cour fédérale ou de lui demander de procéder à un contrôle judiciaire, à l'exécution de décisions ou au recouvrement d'une créance de la Couronne est prévu dans les lois autres que la *Loi sur la Cour fédérale*. Voici une liste non exhaustive des lois ayant des répercussions sur le fonctionnement de la Cour :

Accès à l'information, *Loi sur l', L.R. (1985), ch. A-1*
Accise, *Loi sur l', L.R. (1985), ch. E-14*
Accord de libre-échange nord-américain, *Loi de mise en oeuvre de l', 1993, ch. 44*
Agence spatiale canadienne, *Loi sur l', (1990), ch. 13*
Approvisionnement d'énergie, *Loi d'urgence sur les, L.R. (1985), ch. E-9*
Arbitrage commercial, *Loi sur l', L.R. (1985), ch. 17 (2^e suppl.)*
Associations coopératives de crédit, *Loi sur les, L.R., (1985), ch. 41*
Assurance-chômage, *Loi sur l', L.R. (1985), ch. U-1*
Attributions en matière de télécommunications, *Loi sur les, L.R., (1985), ch. N-20*
Banques, *Loi sur les, L.R., (1985), ch. B-1*
Brevets, *Loi sur les, L.R., (1985), ch. P-4*
Cabotage, *Loi sur le, 1992, ch. 31*
Chemins de fer, *Loi sur les, L.R. (1985), ch. R-3*
Chemins de fer de l'État, *Loi sur les, L.R. (1985), ch. G-7*
Chemins de fer nationaux du Canada, *Loi sur les, L.R. (1985), ch. C-19*
Code canadien du travail, *L.R. (1985), ch. L-2*
Code criminel, *L.R. (1985), ch. C-46*
Concurrence, *Loi sur la, L.R. (1985), ch. C-34*
Contrôle des renseignements relatifs aux matières dangereuses, *Loi sur le, L.R. (1985), ch. 24 (3^e suppl.) partie III*
Conventions des Nations Unies concernant les sentences arbitrales étrangères, *Loi sur la, L.R. (1985), ch. 16 (2^e suppl.)*
Cour canadienne de l'impôt, *Loi sur la, L.R. (1985), ch. T-2*
Dessins industriels, *Loi sur les, L.R. (1985), ch. I-9*
Détermination de la participation et du contrôle canadiens, *Loi sur la, L.R. (1985), ch. C-20*
Divorce, *Loi sur le, L.R. (1985), ch. 3 (2^e suppl.)*
Douanes, *Loi sur les, L.R. (1985), ch. 1 (2^e suppl.)*
Droit d'auteur, *Loi sur le, L.R. (1985), ch. C-42*
Droits de la personne, *Loi canadienne sur les, L.R. (1985), ch. H-6*
Eaux des Territoires du Nord-Ouest, *Loi sur les, 1992, ch. 39*
Eaux du Yukon, *Loi sur les, 1992, ch. 40*
Enrôlement à l'étranger, *Loi sur l', L.R. (1985), ch. F-28*

C. Coût net du Programme

Les prévisions du Programme ne comprennent que les dépenses qui doivent être imputées à ses crédits. Le tableau 14 donne d'autres postes de coûts ainsi que des recettes projetées dont il faut tenir compte pour obtenir le coût net estimatif du Programme.

Tableau 14 : Coût net estimatif du Programme pour 1996-97

(en milliers de dollars)				
Budget des dépenses 1996-97	Plus* autres Coûts	Coût total du Programme	Moins** recettes	Coût net estimatif du Programme 1996-97 1995-96
29 771	10 120	39 891	777	39 114 39 942

* Les autres coûts de 10 120 000 \$ comprennent :

- coût estimatif des services de logement fournis gratuitement par Travaux publics et Services gouvernementaux Canada; 9 006
- avantages sociaux des employés équivalant à la part de l'employeur dans le paiement des primes d'assurance et aux coûts payés par le Secrétariat du Conseil du Trésor; 1 066
- valeur estimative de l'émission de chèques et d'autres services de comptabilité fournis gratuitement par Travaux publics et Services gouvernementaux Canada. 48

**Les recettes de 777 031 \$ sont fondées sur les prévisions de recettes en 1995-96 à valoir sur le Trésor.

Tableau 13 : Détails des besoins en personnel

	Equivalents temps plein*				Provision pour le traitement moyen
	Budget des dépenses 1996-97	Prévu 1995-96	Réel 1994-95	Echelle actuelle 1995-96 des traitements	
Nominations par décret du conseil ¹	4	3	2	45 600-170 500	102 100
Gestion ²	6	6	6	63 300-128 900	75 750
Groupe scientifique et professionnel	3	2	2	29 870-128 900	73 100
Bibliothéconomie	4	4	4	26 132-61 951	43 056
Administration et service extérieur	50	44	81	17 994-75 002	45 241
Services administratifs	11	10	10	24 060-78 759	43 745
Gestion des finances	7	6	5	15 981-71 883	61 890
Gestion du personnel	5	5	5	16 882-69 291	46 660
Administration des programmes	147	135	110	17 994-75 002	41 992
Achat et approvisionnement	2	2	2	16 781-72 700	37 579
Technique	40	42	36	16 608-75 927	32 774
Soutien des sciences sociales					
Soutien administratif	107	104	106	16 999-41 724	27 067
Commissariat	56	57	56	16 847-41 991	30 357
Exploitation	30	28	28	17 489-53 544	26 184
Services divers					
Services d'imprimerie	2	2	2	23 694-71 129	31 893
474	450	454			

1 Ceci comprend tous les sous-ministres et tous les postes dotés par le gouverneur en Conseil à tous les niveaux.
2 Ceci comprend tous les postes des niveaux EX-1 à EX-5 inclusivement.

*L'expression « équivalent temps plein » (ETP) désigne la mesure de l'utilisation des ressources humaines fondée sur les niveaux moyens d'emploi. Les ETP ne sont pas assujettis au contrôle du Conseil du Trésor, mais il en est fait état dans la Partie III du Budget des dépenses au regard des besoins en dépenses de personnel indiqués dans le Budget des dépenses.

Nota: La colonne « provision actuelle pour le traitement » indique les échelles de traitement par groupe professionnel, en vigueur au 1^{er} octobre 1995. La colonne « traitement moyen » indique les coûts salariaux de base estimatifs y compris la provision pour les conventions collectives, les augmentations annuelles, les promotions et la rémunération au mérite.

Section II Renseignements supplémentaires

A. Aperçu des ressources du programme

Tableau 12 : Détails des besoins financiers par article

(en milliers de dollars)		
Budget des dépenses	Prévu	Réel
1996-1997	1995-1996	1994-1995

Personnel		
Traitements et salaires	17 000	17 836
Contributions aux régimes d'avantages sociaux des employés	2 100	1 607
Somme partielle	19 100	19 443

Biens et services		
Transports et communications	1 600	1 677
Information	277	292
Services professionnels et spéciaux	3 937	2 773
Location	513	276
Achat de services de réparation et d'entretien	933	873
Services publics, fournitures et approvisionnement	1 528	1 629
Autres subventions et paiements	0	1
Dépenses en capital secondaires*	312	1 331

Somme partielle	9 100	8 852
Total des dépenses	28 200	28 295

*Le facteur « dépenses en capital secondaires » correspond au montant qui reste après que le montant des dépenses en capital a été décidé. D'après les principes qui sous-tendent le budget de fonctionnement, ces ressources sont censées être interchangeables avec les dépenses touchant le personnel et celles qui concernent les biens et services.

Indicateurs de la charge de travail : L'administration a fourni un appui réel aux juges pendant cette période de changement et d'adaptation, plus particulièrement en ce qui concerne les nouveaux programmes d'automatisation et l'emphasis mise par la Cour sur la réduction des retards. L'augmentation de la demande pour des services de bibliothèque, d'auxiliaires juridiques et de soutien de bureau reflète l'augmentation du nombre d'audiences, de décisions et de motifs de la Cour. Durant l'année 1994, la Cour a rendu plus de décisions motivées que jamais auparavant. En 1992, les juges ont rendu 1 664 décisions motivées, pour un total de 13 000 pages; en 1993, ils ont rendu 1 995 décisions pour un total de 20 000 pages, soit respectivement une augmentation de 19,9 % et de 53,8%; et, en 1994, ils ont rendu 4 614 décisions pour un total de 39 000 pages.

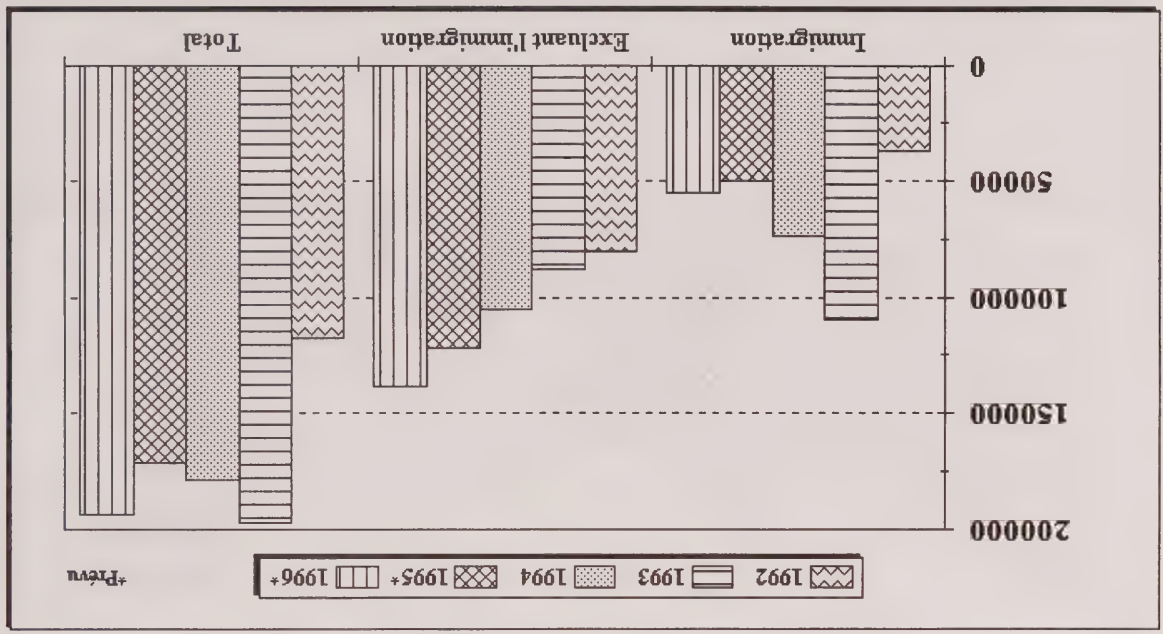
La Cour continue d'élaborer des programmes d'automatisation pour appuyer la réduction des retards, la gestion des instances et l'établissement des dates d'audience. Le greffe gère des collections limitées de livres et de périodiques dans les bureaux de la Cour dans tout le pays. La bibliothèque effectue un examen permanent du caractère adéquat de ses collections et de ses services et a élaboré, de concert avec le comité de la bibliothèque, des stratégies pour tenir compte de l'inflation. La demande de services de bibliothèque continue à augmenter.

Parmi les initiatives en cours, mentionnons un examen général des Règles de la Cour fédérale et l'introduction de règles pour la mise en oeuvre de la gestion des instances. La Cour, qui est un tribunal bilingue aux termes de la loi, doit fournir au public dans la langue officielle de son choix l'information dont il a besoin et fournir aux employés les documents dont ils ont besoin pour s'acquitter de leurs tâches. En 1994-1995, on a produit 4 643 813 mots et on s'attend à ce que ce nombre augmente en 1995-1996.

Inscriptions enregistrées (Tableau 11) : L'activité liée au dépôt et à l'enregistrement des documents ou des événements constitue l'une des fonctions principales du greffe et de l'édifice de nos archives judiciaires officielles. Les inscriptions enregistrées sont préparées par les agents du greffe qui utilisent le système informatisé de gestion des instances. Ces inscriptions sont effectuées pour chaque document déposé ou chaque événement survenu dans le déroulement d'une instance qui donne au lecteur un «instantané» de l'état de l'instance quand on a accès au système. L'entrée standardisée de données dans le dossier varie de l'information de base comme la nature du document (déclaration, défense, etc.), la date et le lieu du dépôt, les honoraires versés et le nom de la partie qui soumet le document jusqu'à une description plus détaillée des instructions ou décisions rendues par la Cour. Cette source d'information est utile pour renseigner les parties et le public et pour dresser différents rapports statistiques à l'usage du greffe et de la Cour.

Les inscriptions enregistrées (à l'exclusion de l'immigration) ont connu une augmentation régulière de leur nombre de 10 à 19 % par année au cours des quatre dernières années. Cette croissance est liée à l'augmentation du nombre des affaires engagées devant la Cour, au nombre de causes entendues et au nombre de décisions rendues par la Cour. En 1994, le greffe a effectué 105 287 inscriptions enregistrées. En 1995, nous nous attendons à effectuer 121 556 inscriptions enregistrées, ce qui représentera une augmentation de 15% par rapport au nombre total de 1994. Nous estimons qu'en 1996 les agents du greffe enregistreront environ 138 500 documents/événements (à l'exclusion de l'immigration) qui constitueront 72 % du nombre total des 193 500 inscriptions enregistrées prévues dans la Section de première instance.

Tableau 11: Inscriptions - Section première instance



Affaires engagées (Tableau 10) : La Cour continue de se charger des besoins d'un nombre sans cesse croissant de plaideurs. Il y eu une augmentation régulière du nombre d'affaires engagées (à l'exclusion de l'immigration) au cours des dernières années. En particulier, durant les quatre dernières années, l'augmentation annuelle des affaires engagées a varié de 9 à 21 %. En 1994, un nombre total de 16 959 affaires ont été engagées. Par conséquent, nous prévoyons pour 1995 une augmentation de 15 % des instances pour un nombre total de 19 450 et pour 1996 un nombre total de 22 150. Ce montant constitue 83 % du nombre total de 26 650 instances prévues pour 1996 dans la Section de première instance. Le nombre total d'instances engagées devant la Cour s'est accru en raison du nombre croissant de demandes concernant des certificats en matière fiscale (y compris la TPS), des contrôles judiciaires, la citoyenneté et d'autres actions. Il y a eu une augmentation importante des certificats en matière de TPS déposés au bureau principal à Ottawa et aux bureaux locaux de Montréal, de Québec et de Vancouver. Cependant, nous nous attendons à ce que ce processus soit centralisé dans un avenir prochain en raison de l'initiative proposée par Revenu Canada de traiter les certificats en matière de TPS, et les autres documents connexes, à son administration centrale à Ottawa.

Tableau 10 : Affaires engagées - Section de première instance

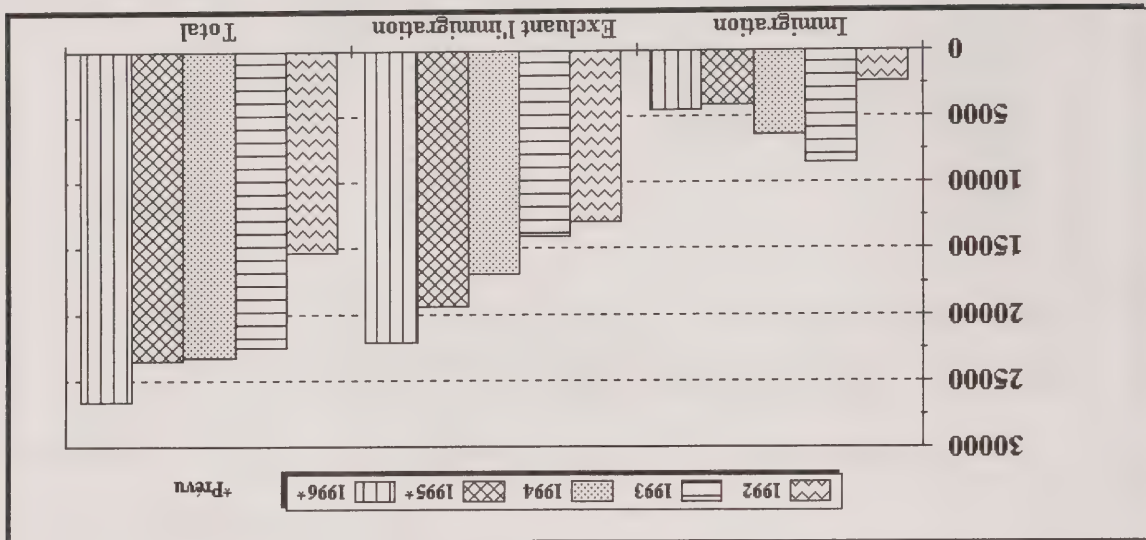


Tableau 8 : Affaires entendues en Cour - Section première instance

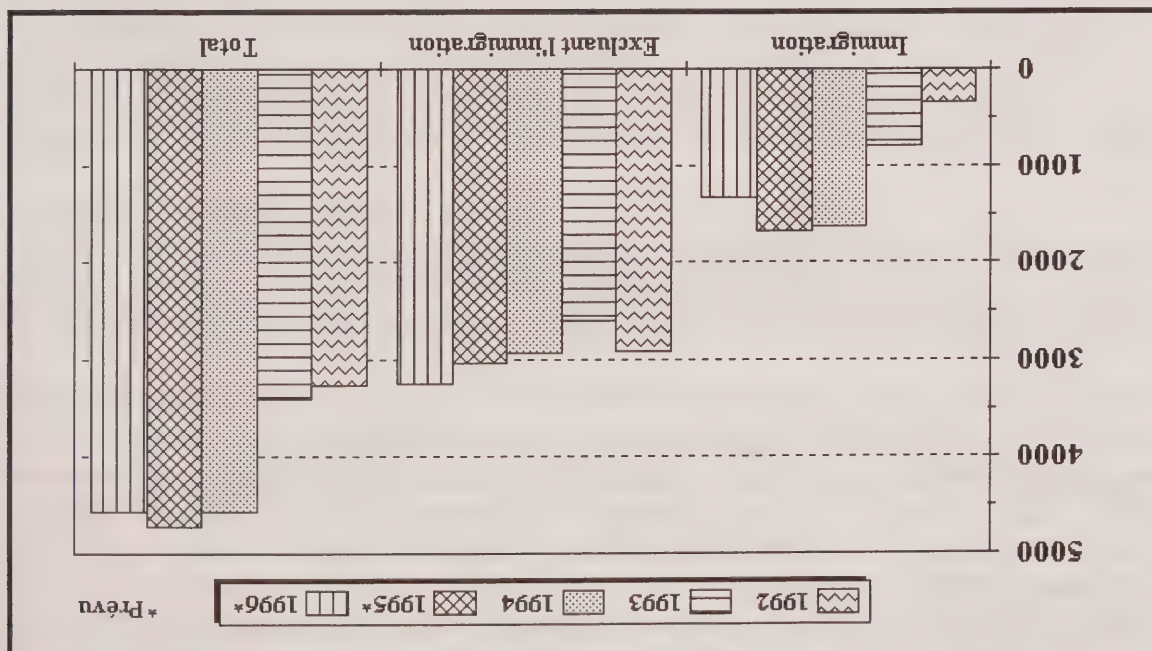
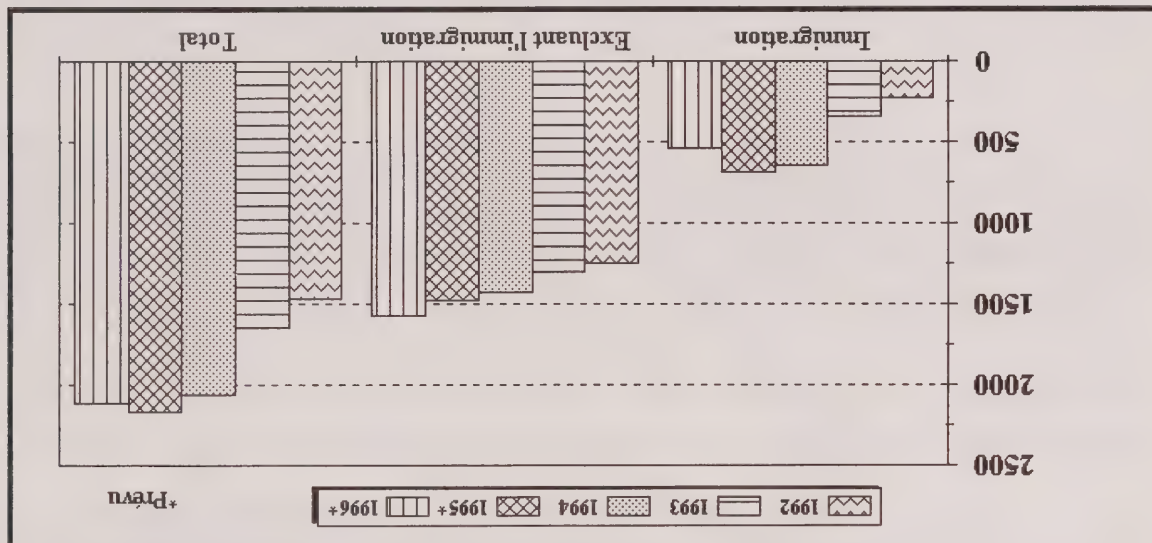


Tableau 9 : Nombre de jours de session de la Cour - Section première instance



Même si le total des causes entendues a diminué légèrement en 1993, en partie par suite d'une diminution des requêtes interlocutoires déposées, nous avons constaté qu'il faut consacrer davantage de temps en cour pour des questions complexes comme les instances, les appels et les contrôles judiciaires. Nous nous attendons à ce qu'environ 3 046 instances, appels et autres demandes soient entendus devant la Cour en 1995. Cela représente une augmentation de 4 % par rapport au nombre de 2 938 causes entendues en 1994. On prévoit une augmentation de 7 % en 1996 pour un grand total de 3 252 causes qui devraient être entendues. Il y a une augmentation graduelle d'une année à l'autre.

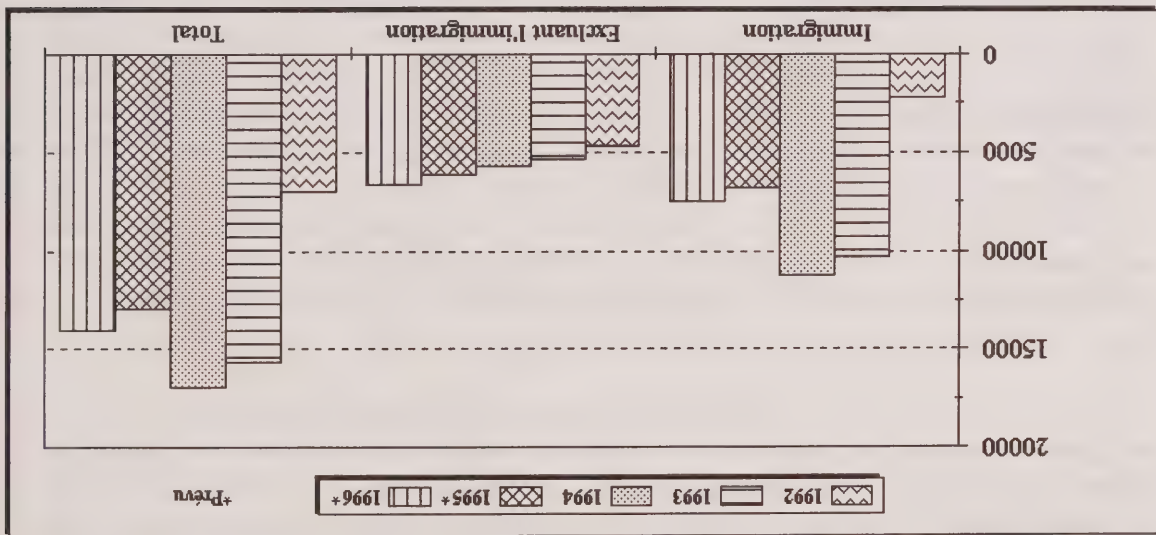
Le nombre de jours d'audience suit la même tendance que celle mentionnée ci-dessus. En 1995, on prévoit 1 475 jours d'audience, ce qui représente une augmentation de 4 % par rapport au nombre total de 1 422 en 1994, et on prévoit une augmentation de 7 % en 1996 pour un nombre total de 1 575.

La Cour a établi une politique de révision de toutes les causes pour lesquelles un avocat demande une instance de plus de quatre jours. Le juge en chef adjoint assigne à certains juges la tâche de s'occuper de questions complexes comme les instances visant les autochtones afin de réduire la durée de l'instruction. Par conséquent, des conférences préparatoires à l'instruction ont lieu régulièrement afin d'accélérer les instances ou de résoudre certaines actions ou parties de celles-ci. En réduisant la durée des instances, la Cour peut entendre davantage de causes grâce au temps qu'elle a épargné. La Cour recourt également davantage aux téléconférences pour réduire ses frais et ceux engagés par les parties et pour accélérer l'audition des demandes urgentes.

Malgré les mesures susmentionnées pour économiser du temps et de l'argent, les lois fédérales ont entraîné une augmentation de la charge de travail qui va bien au-delà des ressources judiciaires, et ainsi on a pris du retard dans l'audition des causes. Par exemple, nos juges sont tenus de siéger à titre de juge-arbitre en vertu de la *Loi sur l'assurance-chômage*, mais ces causes ne sont pas incluses dans ces statistiques. En outre, la *Loi sur l'immigration* exige que les causes qui ressortent de ce domaine soient entendues par la Cour suivant des échéances plus rigides que les questions qui ne ressortent pas de l'immigration. En raison de ces échéances et de la charge de travail, un arriéré s'est constitué à cet égard.

Le greffe traitera environ 6 130 décisions en 1995. Cela représente une augmentation de 8 % par rapport aux 5 678 décisions rendues par la Cour en 1994. Cette tendance devrait se maintenir en 1996 avec une augmentation prévue de 8 % pour atteindre le nombre total de 6 620 décisions. Les tableaux 7, 8, et 9 qui suivent présentent un aperçu de la charge de travail des juges et du greffe.

Tableau 7 : Jugements et ordonnances - Section de première instance (avec et sans comparution personnelle des avocats)



Audiences tenues devant la Cour : Les plaideurs qui s'adressent à la Section de première instance présentent leur preuve devant un juge seul comparativement à une formation de trois juges devant la Cour d'appel. Les dates de l'instruction sont fixées par le Bureau de l'administrateur judiciaire et les dates de présentation des requêtes peuvent être obtenues de façon régulière dans la plupart des bureaux, sinon on fixe des dates spéciales.

Le nombre d'affaires entendues devant la Cour (voir le tableau 8, page 24) correspond au nombre d'instances, d'appels et de demandes examinées par un juge en audience publique ou dans son cabinet par téléconférence. Le nombre de jours d'audience (voir le tableau 9, page 24) correspond au nombre de fois que la Cour a siégé pour entendre ces questions avec un greffier.

En raison de l'augmentation de la charge de travail au cours des dernières années, le greffe doit toujours s'efforcer de répondre aux besoins de la Cour, des plaideurs et du public. Les plaideurs et le public peuvent téléphoner à un agent du greffe 24 heures sur 24 pour prendre des dispositions en vue de la délivrance d'un mandat pour la saisie d'un navire, d'une audience spéciale de la Cour ou d'autres mesures d'urgence. Par conséquent, nous avons réaménagé, de façon temporaire, les ressources internes d'autres programmes pour réaliser les objectifs de notre service.

Gains d'efficience

- Les affaires relatives à l'accès à l'information et à la protection des renseignements personnels continuent d'être traitées avec diligence à la suite de la formulation de règles de pratique et de procédure par le juge en chef adjoint en 1993. Les efforts déployés par la Cour et le greffe ont été reconnus dans les rapports annuels de 1993-1994 et 1994-1995 du Commissaire à l'information.

- Le regroupement des causes (comme celles impliquant des autochtones) en fonction du même point de droit et l'examen d'une affaire choisie pour déterminer s'il y a précédents jurisprudentiel à l'égard de toutes les autres (avec le consentement des avocats).
- La désignation de juges chargés de la gestion des instances afin de gérer les instances complexes grâce à des conférences préparatoires à l'instruction pour réduire la durée des procès.

- L'élaboration d'un système de gestion fondé sur de nouvelles règles et devant entrer en vigueur en septembre 1996.

Décisions de la Cour : Les décisions de la Cour sont des jugements ou des ordonnances rendus par un juge ou un protonotaire après examen d'une requête, un appel, un procès ou une autre audience spéciale tenue en public. Les décisions peuvent être rendues dans le cabinet du juge après que l'affaire a été mise en délibéré ou après la présentation d'observations par écrit. Les deux genres de décisions surviennent par l'intermédiaire du greffe. Les ordonnances en vue de fixer les dates des audiences sont également rendues par l'administrateur judiciaire. Ces décisions sont officiellement enregistrées par les agents du greffe dans le Système de gestion des instances et dans le ou les Registres des jugements et ordonnances judiciaires.

Au cours des trois dernières années, nous avons constaté une augmentation soutenue (variant de 6 à 14 %) du nombre de décisions rendues par la Cour. Nous prévoyons que

Le nombre de jours d'audience devant la Cour suit la même tendance que celle mentionnée ci-dessus. En 1994, il y a eu 638 jours d'audience devant la Cour comparativement à 334 en 1993. En 1995 et 1996, nous en prévoyons 685 et 540 respectivement.

Affaires engagées (voir le tableau 10, page 25) : En 1994, le nombre total d'affaires engagées a atteint le nombre de 6 366, ce qui est une diminution de 25 % par rapport au nombre de 8 454 atteint en 1993. Comme il a été mentionné l'année dernière, la baisse du nombre d'affaires engagées devant la Cour résulte, d'une part, d'un nombre moins élevé de décisions défavorables rendues par la Commission de l'immigration et du statut de réfugié relativement aux revendications du statut de réfugié et, d'autre part, de la conjoncture administrative interne. Cette baisse s'est poursuivie en 1995 pour atteindre un total prévu de 4 100 affaires à la fin de l'année. Nous nous attendons à ce que la tendance s'inverse à la fin de l'année 1996 pour atteindre un total prévu de 4 500 affaires parce qu'il faudra aborder l'actuel arriéré de la Commission.

Inscriptions enregistrées (voir le tableau 11, page 26) : Les inscriptions enregistrées reflètent les activités exécutées par les agents du greffe lorsqu'ils enregistrent les documents déposés, les décisions rendues par la Cour et autres événements survenant dans le déroulement d'une instance. Comme l'indique le tableau 11, on a atteint en 1993 un sommet de 109 407 inscriptions enregistrées en raison surtout du transfert des instances en matière d'immigration provenant de la Section d'appel et des nouvelles affaires engagées. En 1994, nous avons enregistré 73 674 inscriptions et nous en prévoyons 50 020 pour 1995, ce qui suit la tendance exprimée précédemment dans le paragraphe consacré aux affaires engagées. Comme le nombre d'affaires mises en train augmentera en 1996, le nombre d'inscriptions enregistrées reflètera sa hausse de 10 % pour atteindre le nombre total de 54 900.

(B) Secteur excluant l'immigration

Indicateurs de la charge de travail : La Section de première instance, à l'exclusion de l'immigration, continue de maintenir des hausses importantes de sa charge de travail chaque année. Les raisons qui expliquent cette charge de travail accrue sont la compétence sans cesse croissante de la Cour fédérale du Canada à la suite de l'adoption par le législateur fédéral de nouvelles lois ou de modifications à des lois existantes, la diligence que le juge apportent de façon continue à l'audition des causes et le nombre accru d'actions déposées au greffe par les plaideurs.

Indicateurs de la charge de travail : À la suite des modifications apportées à la *Loi sur l'immigration* le 1^{er} février 1993, la charge de travail et la compétence de la Section d'appel en matière d'immigration sont passées à la Section de première instance (secteur de l'immigration). La compétence en matière d'immigration constitue une partie importante du programme de la Section de première instance et, par conséquent, il en est fait une analyse distincte.

En vertu de la législation en vigueur, les contraintes de temps qui s'appliquent en matière d'immigration sont rigides. Le personnel doit consacrer beaucoup de temps au maintien d'un système de rappel afin de s'assurer que les délais impartis pour le traitement et le dépôt sont respectés. Les audiences tenues d'urgence en vue de l'obtention d'un sursis dans les affaires d'expulsion imminente ajoutent également aux contraintes de temps auxquelles sont soumis les employés de la Cour et du greffe. Un bon nombre de ces audiences visant à suspendre l'exécution d'ordonnances d'expulsion sont traitées grâce à notre système d'action en cas d'urgence en dehors des heures normales.

Décisions de la Cour (voir le tableau 7, page 22) : Les ordonnances et les jugements rendus par la Cour ont un lien direct avec le nombre d'instances engagées. Par conséquent, nous prévoyons une diminution de 40 % des décisions rendues en 1995, pour un nombre total de 6 800. Nous reconnaissons que c'est une baisse importante en comparaison du nombre total de 11 228 en 1994, nombre qui constituait alors un nouveau sommet quant au nombre de décisions rendues par la Cour et était supérieur de 9 % au total de 10 283 atteint en 1993. Nous nous attendons à ce que cette tendance atteigne son plus bas niveau en 1996 et que les chiffres augmentent de 10 % pour arriver à un nouveau total de 7 450 décisions. Les projections se fondent sur les hypothèses selon lesquelles la Commission de l'immigration et du statut de réfugié commencera à traiter son arriéré actuel de dossiers vers la fin de 1996, que le taux de décisions défavorables croîtra et que la Commission aura terminé la réalisation de ses nouveaux systèmes administratifs.

Audiences tenues devant la Cour (voir les tableaux 8 et 9, page 24) : Bien que le nombre total d'affaires engagées ait diminué en 1994 et 1995, le nombre total de causes jugées par la Cour est passé à 1 637 en 1994, soit plus du double des 796 causes jugées en 1993, et on prévoit que 1 678 causes seront jugées en 1995. Le nombre de causes entendues en 1994 et 1995 s'est accru en comparaison du nombre d'affaires engagées, à la suite de l'élimination de son arriéré par la Cour. Un nombre total de 1 323 affaires devraient être jugées en 1996.

à l'échelle nationale.

Notre mandat comprend également le maintien et l'amélioration de notre Système de gestion des instances, du Programme de réduction des retards et du Contrôle de la qualité

- a) les décisions de la Cour;
- b) les audiences tenues devant la Cour;
- c) les affaires engagées;
- d) les inscriptions enregistrées.

mesurer notre charge de travail:

Dans chaque secteur, on explorera les principaux indicateurs suivants qui servent à statistiques fournies sont fondées sur des données d'année civile.

Dans le but de faciliter l'analyse du rendement passé et prévu du greffe, le présent domaine de responsabilité a été partagé en (A) le secteur de l'immigration et (B) le secteur excluant l'immigration. Comme le programme excluant l'immigration continue de constituer le plus grand domaine d'activités, les graphiques illustrant la charge de travail en ce qui concerne les deux programmes se trouvent dans ce secteur. Toutes les

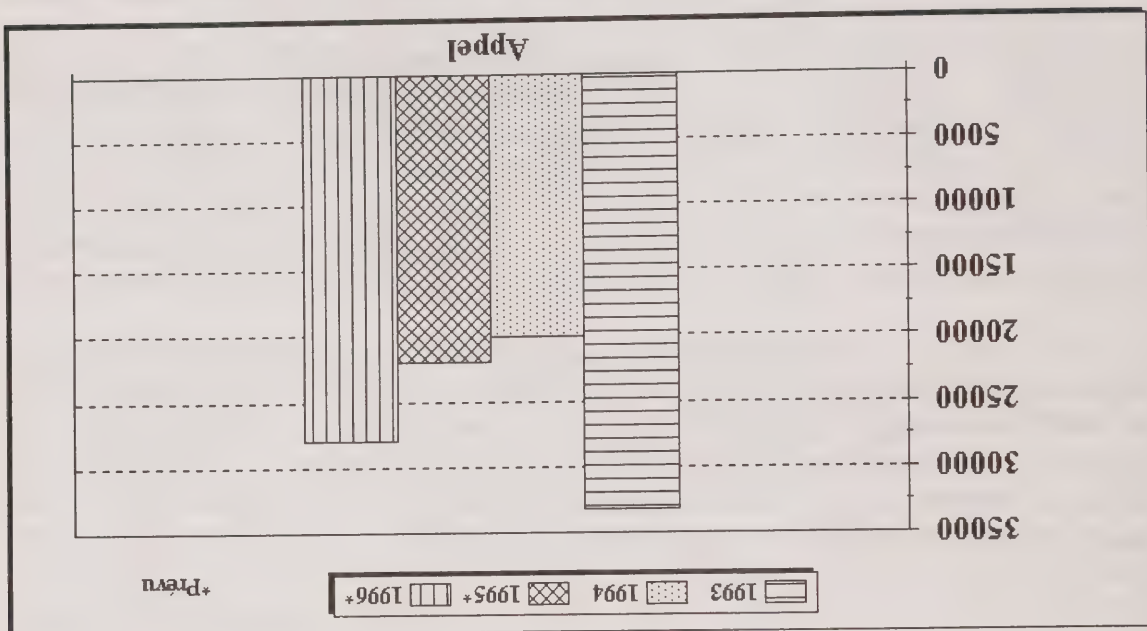
(ii) Section de première instance

Les agents et les employés de la Cour fédérale du Canada remplissent d'office également les fonctions de leur bureau respectif en relation avec la Cour d'appel de la cour martiale du Canada. Les documents sont traités par le greffe de la Section d'appel. Le nombre d'heures consacrées en 1994 à la prestation des services de soutien administratif et à la préparation des documents destinés à la Cour d'appel de la cour martiale a été particulièrement élevé en raison de la grande quantité de documents et de l'importance des appels formés contre les décisions des cours martiales et se rapportant à des contestations soulevées en vertu de la *Charte des droits et libertés* et aux causes concernant la Somalie (par ex. *Elvin Kyle Brown*, CMAAC-372). On s'attend à ce que les choses reviennent à la normale dans ce domaine en 1995 et 1996.

On a connu en 1994 une hausse importante de la charge de travail en ce qui concerne la préparation des dossiers en première instance et en appel. Le nombre moyen de pages produites par le greffe a augmenté de 35 %, c'est-à-dire jusqu'à 292 pages par dossier, comparativement à une moyenne de 216 pages en 1993. L'augmentation du nombre de pages contenues dans les dossiers devrait se poursuivre en 1995 et en 1996, reflétant ainsi une tendance voulant que les questions protégées devant les tribunaux soient de plus en plus complexes et, par conséquent, entraînant une documentation plus volumineuse. C'est notamment le cas dans les affaires concernant des décisions du Tribunal canadien du commerce extérieur, du Tribunal de la concurrence et les appels formés contre des décisions de la Section de première instance dans des affaires impliquant des autochtones.

En 1994, la Cour d'appel a jugé 743 affaires et réduit le nombre de causes pendantes à 1 990, dont 1 354 appels formés contre des décisions de la Section de première instance (715 appels formés contre des ordonnances définitives et 639 appels formés contre des ordonnances interlocutoires), 414 appels prévus par la loi, 221 demandes de contrôle judiciaire et 1 renvoi. On s'attend à ce que le nombre de décisions rendues se stabilise en 1995 aux alentours de 500, mais qu'il augmente de nouveau en 1996 au nombre prévu de 600 à la suite de l'initiative prise par la Cour d'appel conformément à la règle 327.2 de réduire le temps moyen qui s'écoule depuis le début de l'instance jusqu'au prononcé de la décision, en faisant avancer les instances plus rapidement vers l'issue finale. Cet objectif a exigé du greffe qu'il accroisse son efficacité non seulement en traitant un plus grand nombre de jugements, d'ordonnances ou autres documents, mais aussi en répondant plus rapidement aux demandes de renseignements émanant des plaideurs et de la communauté juridique. L'un des indicateurs de la charge de travail du greffe est le nombre d'inscriptions enregistrées dans le système informatisé des dossiers de la Cour (tableau 6). Durant l'année civile 1994, le personnel du greffe de la Section d'appel a complété plus de 20 000 inscriptions enregistrées au niveau national. Ce niveau de production devrait se maintenir en 1995 et augmenter en 1996 selon un taux d'environ 15 %, parallèlement à la croissance actuelle des nouvelles instances engagées devant la Section d'appel.

Tableau 6 : Inscriptions - Section d'appel

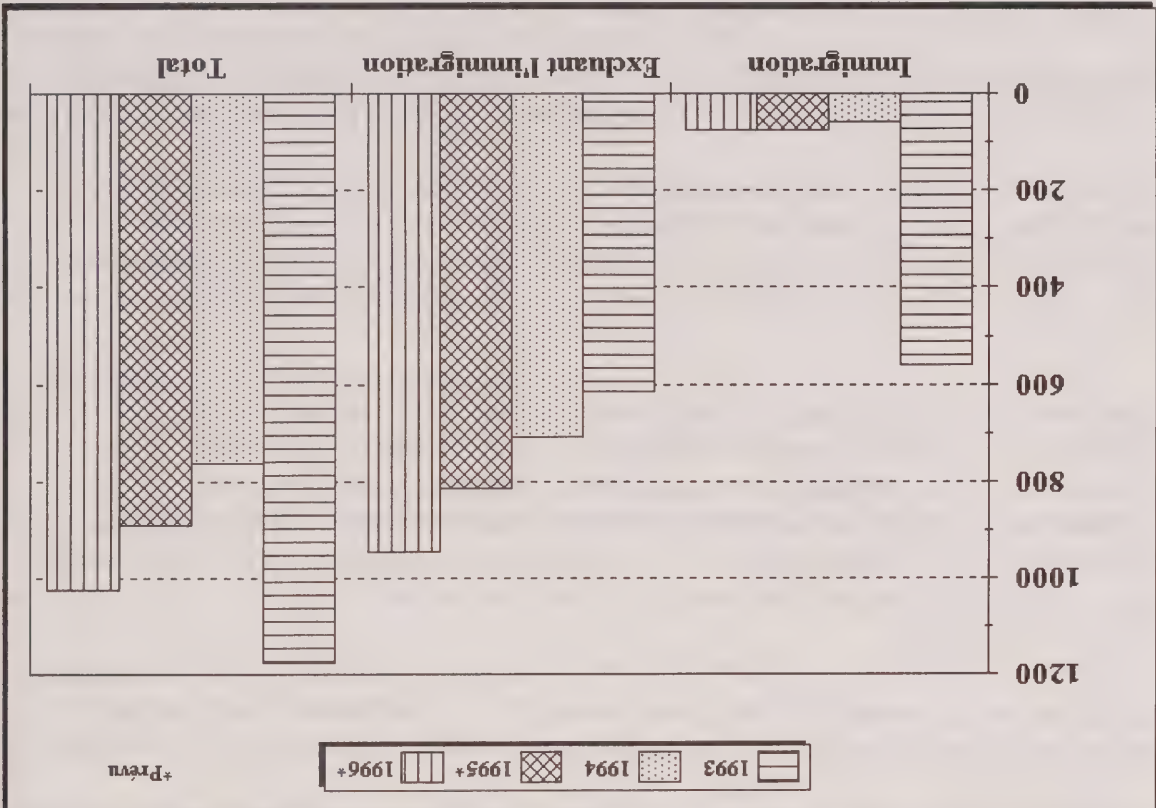


4. Domaines de responsabilité

(i) Section d'appel

Indicateurs de la charge de travail : Le 1^{er} février 1993, des modifications à la *Loi sur l'immigration* ont entraîné un transfert de compétence de la Cour d'appel à la Section de première instance. La Cour d'appel conserve le pouvoir, toutefois, de juger les appels formés contre les décisions rendues par la Section de première instance en matière d'immigration. La mise en train de nouvelles actions, en matière autre que l'immigration, a continué sa tendance à la hausse. Le tableau 5 montre que le nombre d'affaires engagées durant l'année civile 1994, à l'exclusion de l'immigration, a atteint 706, soit une augmentation de 15 % par comparaison à l'année précédente. Les chiffres exacts disponibles pour l'année 1995 indiquent que le pourcentage de nouvelles affaires portées devant la Cour d'appel continue de croître régulièrement. Le nombre total de nouvelles instances devrait passer à 890 en 1995 et à 1 023 en 1996.

Tableau 5 : Affaires engagées - Section d'appel



3. Efficacité du Programme

La Cour fédérale du Canada est une cour supérieure d'archives qui tranche des questions de droit fédéral qui transcendent les frontières provinciales. Cela exige des services de haute qualité et permet une efficacité plus grande que si les lois fédérales étaient administrées par des tribunaux provinciaux ou territoriaux. Il en résulte une économie pour le contribuable et une réduction des dépenses gouvernementales. Les services-clés suivants contribuent à la réalisation efficace du programme :

- ▶ Aider à fixer la date des audiences et voir à leur bon déroulement (c'est-à-dire mettre des installations à la disposition des plaideurs) en offrant des services centralisés pour l'établissement de l'horaire des audiences et leur déroulement, ce qui élimine la multiplication des personnes-ressources, des installations et des services de soutien.
- ▶ Fournir des renseignements sur les règles de pratique, la procédure et les directives de la Cour relativement aux questions qui relèvent de la compétence législative fédérale.
- ▶ Traiter tous les documents déposés ou empruntés par les plaideurs et enregistrer toutes les délibérations nécessaires au règlement des litiges en faisant office de greffe national.

- ▶ Exercer des fonctions quasi judiciaires comme la taxation des dépens, les interrogatoires des débiteurs après jugement, les renvois portant sur les dommages-intérêts, les saisies de navires, de marchandises et de biens en matière d'amirauté, la préparation des ordres de collocation conformément aux dispositions du Code civil à cet égard, la taxation des dépens dans les instances instruites par la Cour d'appel de la cour maritale, l'arbitrage commercial, l'exécution et l'enregistrement de jugements étrangers et de sentences arbitrales.

- ▶ Assurer la garde des dossiers de la Cour fédérale pour pouvoir les mettre à la disposition des juges, du greffe, des plaideurs, des avocats et du grand public grâce au système informatisé de gestion des instances, ce qui réduit le coût d'accès à ces documents et permet la communication de l'information entre les bureaux du greffe.

- ▶ Délivrer des documents juridiques pour appliquer les décisions rendues par la Cour et par les diverses entités fédérales, notamment Revenu Canada, le Conseil canadien des relations du travail et le Tribunal canadien des droits de la personne.

2. Examen des résultats financiers

Tableau 3 : Résultats financiers en 1994-1995

(en milliers de dollars)			
	Réel	Budget des dépenses	Différence
1994-1995			
Grefte de la Cour fédérale du Canada	28 295	19 347	8 948
Ressources humaines*(ÉTP)	454	308	146

*Voir le tableau 13, page 29, pour plus de renseignements sur les équivalents temps plein.

Explication de la différence : Les besoins financiers réels ont été supérieurs de 8 948 000 \$ ou de 46,25 % aux chiffres portés au Budget des dépenses principal. Cette augmentation a résulté du Budget des dépenses supplémentaire pour le traitement des affaires en matière d'immigration et du statut de réfugié.

Tendances historiques : Le tableau suivant illustre le changement des dépenses du greffe d'une année à l'autre.

Tableau 4 : Coût du Programme - Tendances historiques de 1991-1992 à 1995-1996

(en milliers de dollars)			
Budget des dépenses	Autorisation totale	Dépenses réelles	
1991-1992	18 729	22 486	19 252
1992-1993	32 670	31 758	27 715
1993-1994	33 063	33 144	31 868
1994-1995	19 347	30 402*	28 295
1995-1996	30 969	30 969	28 200**

*Comprend un budget des dépenses supplémentaires pour l'immigration pour l'année 1994-95 bien que ce financement ait été inclus dans le Budget des dépenses principal pour l'année précédente et l'année suivante.

** Prévisions fondées sur les renseignements connus le 30 novembre 1995.

compliquées, c'est-à-dire de nature commerciale, impliquant des autochtones, etc.

- Des installations de salle d'audience continuent d'être louées (plus de 1 700 jours) à la Cour canadienne de l'impôt et à d'autres offices fédéraux tels que le Bureau du juge-arbitre, le Tribunal des droits de la personne, la Commission des relations de travail dans la fonction publique et divers tribunaux provinciaux.

- L'une des initiatives prises en matière de sécurité a consisté dans le parachèvement d'une installation au bureau local de Montréal.

- En ce qui concerne certains types de requêtes, les conférences téléphoniques sont toujours une méthode utile, efficace et rentable de permettre à des parties de partout au Canada de participer à des audiences urgentes de la Cour. En 1989, sept conférences téléphoniques avaient été tenues; il y en a eu 512 en 1994 et 380 de janvier au 30 septembre 1995. Rien qu'en frais de déplacement, cela représente des économies importantes pour la Cour et les plaideurs.

- Les travaux préparatoires concernant le Programme de perfectionnement des agents du greffe prendront fin en décembre 1995. Dix-huit modèles distincts de connaissances théoriques et pratiques sont prévus pour 1996.

B. Renseignements sur le rendement du programme

1. Sommaire des besoins financiers

Tableau 2 : Besoins financiers

(en milliers de dollars)		Budget des dépenses	1996-97	1995-96	Différence
		Prévu			
Greffe de la Cour fédérale du Canada		29 771	28 200	1 571	
Ressources humaines*(ÉTP)		474	450	24	

* Voir le tableau 13, page 29, pour plus de renseignements sur les ressources humaines.

Explication de la différence : Les besoins financiers pour 1996-1997 s'élèvent à 1 571 000 \$, soit 5,57 % de moins que les prévisions de dépense pour 1995-1996. Cette différence est attribuable surtout à la baisse temporaire de la charge de travail en matière d'immigration en 1995-96.

- La visualisation informatisée des pièces et des documents a été utilisée dans de grands procès récents et dans un échantillonnage important d'instances en matière d'immigration dans le cadre d'un projet-pilote pour en déterminer l'efficacité dans le cas d'une charge de travail considérable et pour s'ajuster aux affaires de plus en plus
 - Les modifications apportées aux Règles de la Cour fédérale en vertu de l'Ordonnance modificatrice n° 17 sont entrées en vigueur le 1^{er} septembre 1995. Ces révisions imposent des modifications radicales au tarif de la Cour et révolutionnent réellement les critères d'évaluation que doivent appliquer les officiers taxateurs du greffe pour déterminer les frais accordés par la Cour aux parties qui ont eu gain de cause.
 - L'examen annuel de l'efficacité et de l'efficience opérationnelle entamé en 1993 a été incorporé aux programmes de planification opérationnelle et d'examen de la gestion du greffe. Depuis le dernier rapport, on a rédigé et publié des modifications aux règles de gestion des instances à des fins de consultation publique. On a élaboré des normes en vue d'un service de qualité, normes qui seront à la disposition du public au début de l'année 1996.
 - Le Juge en chef a lancé un projet-pilote en vue de permettre la télédiffusion d'audiences de la Section d'appel afin d'améliorer l'accès du public aux instances judiciaires. En 1995, une séance de la Cour tenue à Toronto a été télédiffusée pour la première fois depuis la création de la Cour. Il s'agissait d'une affaire d'intérêt public concernant la construction d'un pont reliant l'Île-du-Prince-Édouard et le Nouveau-Brunswick.
 - Le Juge en chef a lancé un projet-pilote en vue de permettre la télédiffusion d'audiences de la Section d'appel afin d'améliorer l'accès du public aux instances judiciaires. En 1995, une séance de la Cour tenue à Toronto a été télédiffusée pour la première fois depuis la création de la Cour. Il s'agissait d'une affaire d'intérêt public concernant la construction d'un pont reliant l'Île-du-Prince-Édouard et le Nouveau-Brunswick.
- Résultats récents (1995-1996) :**
- On poursuit la décision des Ministres du Conseil du Trésor (numéro 819513 datée du 3 décembre 1992) qui indique que le Secrétaire du Conseil du Trésor, de concert avec les tribunaux, détermine s'il convient d'établir des centres judiciaires fédéraux en région.
 - iii) le Comité consultatif d'architecture de la Commission de la capitale nationale.
 - ii) les hauts fonctionnaires régionaux et ceux de l'administration centrale de Travaux publics et Services gouvernementaux;
 - i) le Comité des utilisateurs de la Cour fédérale du Canada;
- et approuvé par les groupes suivants :

- Le Comité des règles de la Cour, qui est présidé par le juge en chef, a présenté l'ordonnance modificatrice n° 18 dans la Gazette du Canada à des fins consultatives et a demandé au public de lui faire part de ses observations avant décembre 1995. L'ordonnance modificatrice n° 18 établira un programme de gestion du rôle pour la Section de première instance.

- À partir de 1996, la Cour fédérale du Canada permettra que les requêtes et les conférences préparatoires au procès et autres conférences aient lieu dans le cadre d'audiences par vidéoconférence. On est à installer le matériel de vidéoconférence dans une salle d'audience du bureau principal de la Cour à Ottawa. Cette initiative vise :

- i) à fournir un autre moyen d'avoir accès aux audiences de la Cour afin de faciliter le déroulement des instances, notamment l'accès dans des cas urgents et impliquant de grandes distances;

- ii) à faire économiser du temps et des frais de déplacement aux plaideurs, aux juges et au personnel du greffe.

- Parmi les mesures prises en matière de sécurité, mentionnons des examens au niveau national pour améliorer la sécurité du greffe à un degré acceptable suivant les recommandations de la Gendarmerie royale du Canada.

- Pour augmenter l'efficacité et offrir des outils plus efficaces au personnel, le plan de gestion de l'information du greffe prévoit l'élaboration d'un réseau local client-serveur. Le greffe est à installer des réseaux locaux et le logiciel approprié dans tous ses bureaux. À la suite d'un essai-pilote durant l'année 1995, le système de gestion financière sera converti en une version client-serveur à compter du 1^{er} avril 1996.

- Les travaux en vue de l'élaboration d'un programme interne de formation à la gestion seront complétés en 1996. Ce programme consiste en quatorze modules et fournira une formation théorique et pratique dans différents domaines de la gestion allant de la planification et de la gestion des ressources humaines jusqu'au leadership et à la motivation.

- Le processus de planification se poursuit pour la construction d'un immeuble à fin unique au Square Saint-Laurent à Ottawa, et ce, afin de regrouper toutes les opérations qui sont maintenant réparties dans six immeubles. L'approbation du projet préliminaire a été donnée par le Conseil du Trésor en février 1990. Depuis lors, le concept du design qui a été présenté par un regroupement du secteur privé a été étudié

5. Environnement

Les besoins du Greffe de la Cour fédérale à l'égard de l'exécution de son programme et de ses ressources ont été influencés par un certain nombre de facteurs, dont la charge de travail des juges, celle du greffe, la mise en oeuvre de la réduction des délais et les modifications apportées aux compétences de la Cour.

Selon la loi qui régit la Cour fédérale et les principes fondamentaux de notre système judiciaire, la Cour doit être aussi accessible que possible, et tous les Canadiens doivent pouvoir s'y adresser sur un pied d'égalité. Par conséquent, ce sont les plaideurs qui, en décidant de s'adresser à la Cour, fixent la charge de travail des juges et celle du greffe. Le niveau réel de cette charge de travail est alors fonction de plusieurs facteurs, notamment le nombre des actions intentées, leur complexité, la longueur des audiences, le nombre des documents justificatifs, etc.

Il y aurait lieu de souligner plus particulièrement l'augmentation constante de la charge de travail de la Cour fédérale à l'égard des affaires mettant en cause des autochtones. Il s'agit tantôt de questions constitutionnelles complexes, tantôt de questions de droit territorial des diverses bandes, tantôt de questions de responsabilité fiduciaire, tantôt de questions de ressources naturelles et tantôt de questions d'indemnités en argent. Ces affaires sont habituellement longues et compliquées.

La complexité des questions autochtones exige la désignation de juges pour gérer ces dossiers à l'étape de la préparation de l'instruction. Une série de conférences préparatoires à l'instruction permet de préciser les questions et d'une manière générale de préparer l'instruction de l'affaire. Ces conférences préparatoires constituent un outil de gestion des instances utilisé de plus en plus fréquemment. Ces conférences ne concernent pas seulement les seules questions autochtones, mais elles servent dans de nombreux domaines de compétence de la Cour, domaines qui supposent la participation constante du greffe.

Le greffe dans son ensemble fait toujours face à un défi difficile lorsqu'il s'agit de répondre aux besoins de la Cour dans les limites de ses ressources opérationnelles.

6. Plans pour 1996-1997 :

- L'honorable Allan Rock, ministre de la Justice et procureur général du Canada, a annoncé, le 28 octobre 1994, un examen pour évaluer si des modifications législatives pourraient améliorer l'efficacité, l'accessibilité et la rentabilité de la Cour fédérale du Canada et de la Cour canadienne de l'impôt. Les conclusions sont censées être

- Pour épauler les travaux du bureau principal à Ottawa, le greffe possède 16 bureaux locaux énumérés ci-après, où toute partie peut présenter des documents, demander la délivrance de brefs ou traiter avec la Cour dans la langue officielle de son choix. Bien que les documents afférents aux affaires soumises à la Cour fédérale puissent être déposés à n'importe quel bureau du greffe, les originaux de tous les documents sont conservés au bureau principal du greffe, et des copies certifiées sont déposées au bureau local qui fait le mieux l'affaire des parties en cause.

RÉGION DE L'ATLANTIQUE : Fredericton et Saint-Jean* (N-B), Halifax* (N-E), Charlottetown* (P-E) et St. John's* (T-N)

RÉGION DU QUÉBEC : Montréal et Québec (PQ)

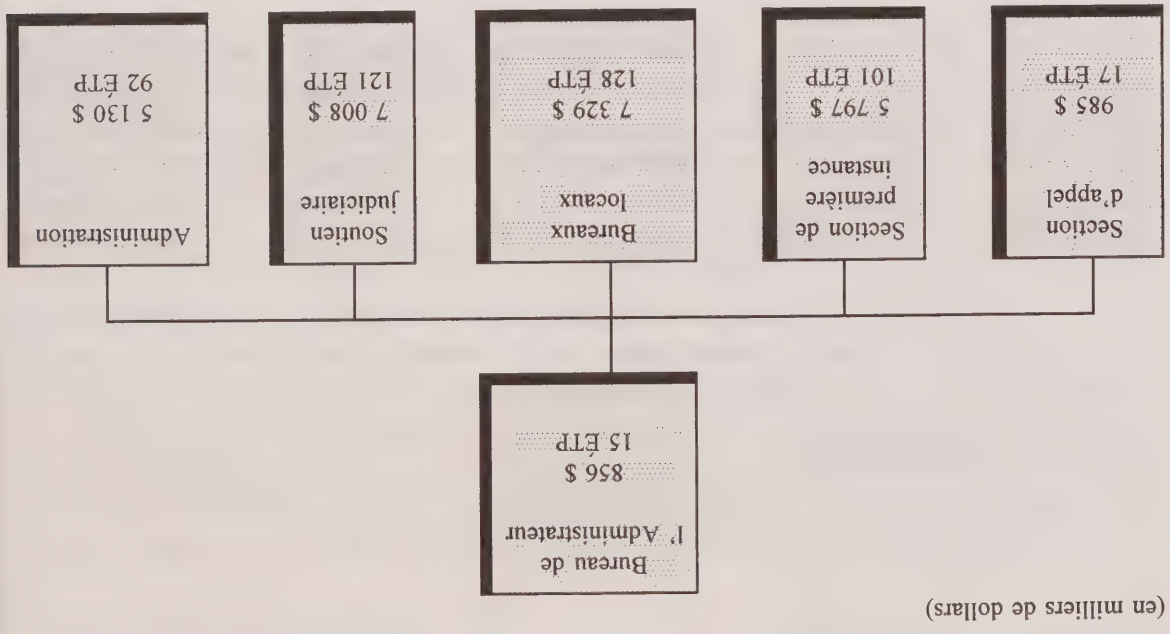
RÉGION DE L'ONTARIO : Toronto (ON)

RÉGION DE L'OUEST : Vancouver (C-B), Winnipeg (MB), Regina* et Saskatoon* (SK), Edmonton et Calgary (AB), Whitehorse* (Y) et Yellowknife* (TN)

*Bureaux dont le personnel se compose d'employés des tribunaux provinciaux ou territoriaux.

- **L'administration**, en plus de fournir une vaste gamme de services de consultation et de soutien dans les domaines de l'administration financière, des langues officielles, des ressources humaines et de la sécurité, de la gestion des installations, des services de gestion et des services administratifs et autres services, comprend des services de recherche juridique, des services de bibliothèque, des services informatiques et des unités de secrétariat qui viennent appuyer les activités judiciaires de la Cour, les opérations du Comité des règles et celles du greffe. En outre, elle est chargée de la publication des Recueils des arrêts de la Cour d'appel de la cour martiale du Canada. La section offre un programme de perfectionnement à l'intention des auxiliaires juridiques pour leur permettre de se familiariser avec les procédures de la Cour lorsqu'ils font des recherches pour les juges. Les auxiliaires juridiques sont des étudiants en droit nouvellement diplômés des facultés canadiennes et leur participation au programme satisfait entièrement ou en partie aux exigences de stages de leur barreau provincial. Depuis le début du programme en 1984, plus de 100 auxiliaires juridiques ont fait leur stage à la Cour.

Tableau 1 : Répartition des ressources par unité organisationnelle pour 1996-1997



(en milliers de dollars)

- **Le Bureau de l'Administrateur** est chargé de la direction générale, de l'élaboration des politiques et de tous les travaux de planification pour s'assurer que la Cour peut répondre efficacement à une augmentation de sa charge de travail, même avec des ressources limitées. Aux termes des articles 74 à 76 de la *Loi sur les juges*, le Commissaire à la magistrature fédérale et l'Administrateur de la Cour, à titre de sous-commissaire, sont responsables des ressources du Programme.
- **La Section d'appel** traite les appels et les demandes de contrôle judiciaire et, grâce à l'unité des dossiers d'appel, elle produit les dossiers et les dossiers d'appel exigés par les Règles de la Cour fédérale. L'unité des dossiers d'appel se charge aussi de préparer des statistiques et des rapports sur l'état des instances à la Section.
- **La Section de première instance** traite les documents juridiques par l'intermédiaire des unités fonctionnelles de l'amirauté, de la propriété intellectuelle, des litiges en matière d'impôt, des instances visant la Couronne et autres, qui reflètent la nature variée de la charge de travail.

3. Description du Programme

La Cour fédérale du Canada a une compétence générale sur diverses affaires, dont les demandes engagées par la Couronne aussi bien que celles qui sont instituées contre elle; les appels interjetés en vertu de diverses lois fédérales; les instances engagées pour des questions commerciales incluant notamment des causes en amiraté ou des causes touchant à la propriété intellectuelle. La Cour fédérale a, en outre, le pouvoir de contrôler les décisions des conseils, des tribunaux et des commissions du gouvernement fédéral, dont les décisions de la Commission de l'immigration et du statut de réfugié.

Le greffe est responsable du dépôt et de l'émission de documents relatifs à toutes les instances dont est saisie la Cour, et ce, en conformité avec les Règles de la Cour fédérale, les Règles de la Cour fédérale en matière d'immigration ou les Règles de la Cour d'appel de la cour martiale. Toutes les activités et les communications entre les juges, les plaideurs et la communauté juridique passent par le greffe. De plus, certains agents du greffe exercent aussi des fonctions quasi judiciaires (se reporter à la page 15).

4. Organisation du Programme en vue de son exécution

La Cour d'appel se compose du juge en chef et de 10 juges; la Section de première instance se compose du juge en chef adjoint, de 19 juges et de 4 protonotaires, tous nommés par le gouverneur en conseil. En plus de cet effectif de juges à temps plein, des juges de la Cour fédérale au statut de juges surnuméraires ainsi que des juges à la retraite nommés par le gouvernement fédéral sont invités à assumer les fonctions de juges suppléants de la Cour fédérale.

En 1996-1997, le Greffe de la Cour fédérale du Canada exécutera son mandat avec un budget de fonctionnement de 27 105 000 \$ (à l'exclusion des régimes d'avantages sociaux des employés) et avec 474 équivalents temps plein (ETP). L'organigramme et la répartition approximative des ressources de l'organisme se trouvent résumés ci-après (Tableau 1).

Section I

Aperçu du Programme

A. Aperçu du Programme

1. Mandat

Selon l'article 3 de la *Loi sur la Cour fédérale*, L.R.C. (1985), ch. F-7, la Cour fédérale du Canada est une cour supérieure d'archives ayant compétence en matière civile et pénale, pour la bonne application du droit au Canada.

Les juges de la Cour fédérale sont également juges de la Cour d'appel de la cour martiale du Canada constituée par la *Loi sur la défense nationale* (L.R.C. (1985), ch. N-5). L'article 234 crée la Cour d'appel de la cour martiale du Canada. L'article 236 prévoit que les agents du greffe de la Cour fédérale du Canada sont d'office agents du greffe de la Cour d'appel de la cour martiale du Canada.

2. Objectif du Programme

Le greffe a pour **principal objectif** de gérer efficacement les activités administratives qui permettent de fournir un tribunal de common law, d'équité et d'amirauté pour la bonne application des lois canadiennes.

Les **sous-objectifs** sont les suivants :

- Créer le meilleur environnement qui permette aux juges de rendre des décisions rapides et motivées.
- Accélérer les activités du greffe qui se rapportent au traitement des instances et mènent aux décisions rendues par la Cour et à leur exécution, afin d'éliminer les retards inutiles et de réduire les coûts pour toutes les parties intéressées.
- Promouvoir l'assurance de la qualité à l'égard du déroulement des instances au pays, et ce, afin d'assurer l'application uniforme des lois fédérales.

B. Utilisation des autorisations en 1994-1995 -- Volume II des Comptes publics

Crédit (dollars)			
Cour fédérale du Canada			
Budget des dépenses	Total disponible	Utilisation réelle	
30 Dépenses du Programme			
(L) Contributions aux régimes d'avantages sociaux des employés	17 740 000	28 795 179	26 682 191
(L) Produits de la disposition des biens de la Couronne	1 607 000	1 607 000	1 607 000
0	14 956	5 920	
Total du Programme -- Budgétaire			
19 347 000*	30 417 135	28 295 111	

* Le Budget des dépenses supplémentaire de 11 055 179 \$ pour le traitement des instances en matière d'immigration et de détermination du statut de réfugié n'est pas inclus dans le Budget des dépenses principal 1994-1995.

► **Besoins financiers par autorisation**

4661-9661

Budget des dépenses

27 105

999 2

sociaux des employés

29 771

696 08

► **Crédit -- Libellé et sommes demandées**

1997-1997

Budget des dépenses

Cour fédérale du Canada

27 105 000

► Programme par activité

1996-1997 Budget des dépenses

Total

1995-1996
Budget des
dépenses

Grefte de la Cour
fédérale du Canada

29 771

29 771

696 03

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Conçu pour servir de document de référence, le présent plan de dépenses propose à ses utilisateurs différents niveaux d'information pouvant répondre à leurs besoins propres. Le document comprend deux sections. La section I présente un aperçu et une description du Programme, de son mandat et de sa structure, ainsi qu'une description plus détaillée de chacune de ses activités, y compris les résultats espérés et d'autres données essentielles sur le rendement qui servent à justifier les ressources réclamées. La section II fournit de plus amples renseignements sur les coûts et les ressources ainsi que des analyses spéciales qui permettront au lecteur de mieux comprendre le Programme.

La section I est précédée des autorisations de dépenses provenant de la Partie II du Budget des dépenses et du volume II des Comptes publics. Cette façon de procéder permet d'assurer une certaine continuité avec les autres documents budgétaires et facilite l'évaluation des résultats financiers du Programme au cours de l'année écoulée.

Ce document permettra au lecteur de trouver facilement les renseignements qu'il cherche. La table des matières expose en détail le contenu de chaque section. En outre, dans tout le document, des renvois permettent au lecteur de trouver de plus amples renseignements sur les postes de dépenses qui l'intéressent particulièrement.

À noter que, conformément aux principes qui sous-tendent le budget de fonctionnement, l'utilisation des ressources humaines dont il est fait état dans le plan des dépenses doit être mesurée en équivalents temps plein (ÉTP). L'ÉTP exprime la durée du travail fourni par l'employé chaque semaine à l'aide du coefficient des heures désignées, divisées par les heures régulières de travail.

Alan Rock

Les documents budgétaires

Le Budget des dépenses du gouvernement du Canada est divisé en trois parties. Commencant par un aperçu des dépenses totales du gouvernement dans la Partie I, les documents deviennent de plus en plus détaillés. Dans la Partie II, les dépenses sont décrites selon les ministères, les organismes et les programmes. Cette partie renferme aussi le libellé proposé des conditions qui s'appliquent aux pouvoirs de dépenser qu'on demande au Parlement d'accorder. Dans les documents de la Partie III, on fournit des détails supplémentaires sur chacun des ministères ainsi que sur leurs programmes surtout axés sur les résultats attendus en contrepartie de l'argent dépensé.

Les instructions sur la façon de se procurer ces documents se trouvent sur le bon de commande qui accompagne la Partie II.

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Grefe de la
Cour fédérale
du Canada



Budget des dépenses
1996-1997

Partie III
Plan de dépenses





Revenue Canada

1996-97 Estimates

Improved Reporting to Parliament –
Pilot Document



ISBN 0-660-59907-4



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Part III

Expenditure Plan

The Estimates Documents

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

Instructions for obtaining each volume can be found on the order form enclosed with Part II.

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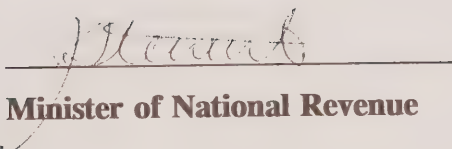
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1996-97 Estimates

Part III

Revenue Canada


Minister of National Revenue

Preface

IMPORTANT NOTE

This Part III document was prepared as part of a project to improve the Expenditure Management information that government provides to Parliament, and to update the processes used within the federal government to prepare the information.

Six departments have worked with the Treasury Board Secretariat to examine different reporting approaches and to prepare mock ups of different models. Extensive consultations were held with Members of Parliament and other key stakeholders, and based on the support given to the ideas that were presented, the House of Commons gave its concurrence to tabling, on a pilot basis, revised documents for the six departments.

The intent of the changes is to make the documents more useful and readable, without reducing the level of disclosure. Three of the documents -- Agriculture and Agri-food Canada, Indian and Northern Affairs Canada, and Transport Canada -- were written to make a clear separation between planning and performance information, and to focus on the higher level, longer term plans and performance of the departments. The other three -- Fisheries and Oceans, Natural Resources Canada, and Revenue Canada-- are designed as streamlined versions of previous years' Part IIIs, but also with a separate section on departmental performance. If Parliament and others react positively to the separation of the performance information, we will table separate performance documents for the six pilot departments in the Fall of 1996.

We would appreciate hearing your views about the changes we have made. On the next page there is a tear out questionnaire that should only take a few minutes to complete after you have reviewed this Part III. For your convenience, a return envelope has been provided and is located at the centre of the document. Your opinions, as a user of this document, are important to us.

If you have any other questions about the project, please contact:

The Expenditure Management Sector

Program Branch, Treasury Board Secretariat

8th Floor, East Tower

140 O'Connor St., Ottawa

K1A 0R5

Telephone: (613) 731-4525

Preface

This Expenditure Plan, designed as a reference document, contains several levels of detail to respond to the various needs of its readers. Revenue Canada is participating in a pilot initiative to reform the Estimates. The document has been substantially revised to become more informative and more easy to use, serving also to incorporate the Departmental Outlook for Revenue Canada. It is primarily aimed at providing useful and timely information to help Parliamentarians in their scrutiny role of departmental expenditures within the context of the New Expenditure Management System.

The Plan is divided into three sections:

- Section I Program Overview: Summary of the Department's program plans and requirements, including the planning environment influencing the Program and Spending Authorities from Part II of the Estimates. It provides an overview of the future directions and priorities of the Program, within the parameters established by the Budget.
- Section II Analysis by Activity: Provides additional information in each Activity, including a description, resource summary, future year plans and priorities, and key performance information.
- Section III Supplementary Information: More detailed information on Revenue Canada's organization, resources, revenues, achievements, performance and year-over-year financial changes.

In accordance with Operating Budget principles, human resource consumption reported in this Expenditure Plan is measured in terms of employee full-time equivalents (FTE). This is a measure based on the amount of time normally worked by a person during a 12-month period. The FTE takes into account the utilization of full and part-time workers.

The 1994-95 and 1995-96 Main Estimates agree, in total, with previously published Part IIIs. However, the activity distribution has been aligned to reflect the 1996-97 Operational Planning Framework.

Evaluation Questionnaire

Improved Reporting to Parliament

The purpose of this questionnaire is to obtain feedback from users of Part III information. Your responses will assist the TBS in evaluating the effectiveness of the new documents from your perspective. We appreciate your co-operation in completing this questionnaire.

- 1.1 Which departmental Part III does this questionnaire refer to?
- | | | | |
|----------------------------------|-------|--|-------|
| Agriculture and Agri-Food Canada | _____ | Indian Affairs and Northern Affairs Canada | _____ |
| Transport Canada | _____ | Fisheries and Oceans | _____ |
| Natural Resources Canada | _____ | Revenue Canada | _____ |
- 1.2 To assist us in understanding who uses the Estimates, could you please identify if you are:
- | | | | | | |
|-------------------------|-------|------------------------|-------|---------------------------|-------|
| An Interested Citizen | _____ | A Business Person | _____ | A Journalist | _____ |
| An Academic | _____ | Federal Public Servant | _____ | Provincial Public Servant | _____ |
| Parliamentary Staff | _____ | Member of Parliament | _____ | | |
| Other (please describe) | _____ | | | | |
- 1.3 For what purpose(s) do you use the information contained in the Part III documents?
- | | | | | | |
|-------------------------------|-------|-------------------|-------|-------------------|-------|
| Academic Research | _____ | Business Research | _____ | Personal Interest | _____ |
| Other (please describe) _____ | | | | | |
- 1.4 Which of the following areas are of interest to you?
- _____ the government's fiscal plan
 - _____ government-wide programs and activities
 - _____ departments' or agencies' plans and priorities
 - _____ specific programs or activities within a department or agency
 - _____ specific management areas (e.g. Human Resources Management)
 - _____ departmental grants and contributions
 - _____ departmental capital projects
 - _____ departmental program performance
 - _____ Public Accounts
- 1.5 How often do you refer to the information contained in the Part IIIs ?
- | | | | | | | | |
|--------|-------|--------------------|-------|----------------|-------|----------------|-------|
| Rarely | _____ | Less than 10 times | _____ | Less than 20 | _____ | More than 20 | _____ |
| | | per year | | times per year | | times per year | |
- 1.6 Do you find that this year's Part III provides a useful overall view of the department?
- Yes _____ No _____ Somewhat _____

- 1.7 Relative to previous years, do you feel that this year's Part III represents:
An improvement _____ A Step Backwards _____ Don't Know _____
- 1.8 Does the document adequately explain the department's overall plans and priorities?
Yes _____ No _____ Somewhat _____
- 1.9 Does the document adequately describe the pressures influencing the delivery of programs in the department (e.g., social, technological, economic)?
Yes _____ No _____ Somewhat _____
- 1.10 Does the document adequately describe the performance of departmental programs?
Yes _____ No _____ Somewhat _____
- 1.11 Is the document easy to read and understand?
Yes _____ No _____ Somewhat _____
- 1.12 Is the information in the document easily comparable to other documents (e.g., Public Accounts, Outlooks, Budget)?
Yes _____ No _____ Somewhat _____
- 1.13 Does the document provide sufficient context to support the data that is presented?
Yes _____ No _____ Somewhat _____
- 1.14 Does this document contain the information necessary for your purposes?
Yes _____ No _____ Somewhat _____

If no, what information is lacking?

- 1.15 Please add any additional comments or ideas about the way to improve the presentation of information on departmental plans and performance.

Thank you for completing the questionnaire.

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Details of Spending Authorities for 1996-97

A. Financial Requirements by Authority

Vote (thousands of dollars)	1996-97 Main Estimates	1995-96 Main Estimates
National Revenue		
1 Operating expenditures	1,834,363	1,779,862
5 Capital expenditures	12,277	63,074
10 Contributions	92,750	94,417
(S) Minister of National Revenue - Salary and motor car allowance	49	49
(S) Contributions to employee benefit plans	222,783	199,596
(S) Children's Special Allowance payments	42,000	
Total Department	2,204,222	2,136,998

B. Votes - Wording and Amounts

Vote (dollars)	1996-97 Main Estimates
National Revenue	
1 National Revenue - Operating expenditures and recoverable expenditures on behalf of the Canada Pension Plan and the Unemployment Insurance Act	1,834,363,000
5 National Revenue - Capital expenditures	12,277,000
10 National Revenue - Contributions	92,750,000

C. Program by Activities

(thousands of dollars)	1996-97 Main Estimates					1995-96 Main Estimates
	Budgetary					
	Operating	Capital	Transfer Payments	Less: Revenues Credited to the Vote	Total	
Assistance to Clients and Assessment of Returns	484,864		134,750		619,614	561,705
Customs Border and Trade Administration Services	378,429				378,429	376,852
Verification and Enforcement	462,631				462,631	436,832
Revenue Collections	213,635				213,635	212,348
Appeals	58,292				58,292	58,049
Administration and Information Technology	579,661	12,277			591,938	605,503
Revenues Credited to the Vote				(120,317)	(120,317)	(114,291)
	2,177,512	12,277	134,750	(120,317)	2,204,222	2,136,998

Section I

Program Overview

A. Program Introduction

1. Mandate

As a major instrument of governance, Revenue Canada exerts a profound influence on the lives of all Canadians, the social and economic well-being of their families and communities, the health and prosperity of their businesses, and the affordability and sustainability of their social programs.

The reason for this profound influence is that Revenue Canada is mandated to collect revenues; to administer tax laws, both for the federal government and on behalf of some provinces and territories; to administer trade policies and legislation; to provide border services; and to make certain social and economic payments to individuals and corporations.

In doing so, and under its general mandate from the *Department of National Revenue Act*, Revenue Canada administers the *Customs Act*, the *Customs Tariff*, the *Special Import Measures Act*, the *Excise Act*, the *Excise Tax Act*, the *Income Tax Act*, Part I of the *Canada Pension Plan*, Parts III and VII of the *Unemployment Insurance Act*, and numerous other pieces of legislation on behalf of other federal departments and provincial and territorial governments.

Revenue Canada collects income taxes for the provinces and territories under agreements entered into by the Minister of Finance with the provincial and territorial governments concerned according to provisions of Part III of the *Federal-Provincial Fiscal Arrangements Act*. The Department also administers International Tax Agreements signed with a large number of countries aimed at promoting the exchange of information between treaty partners and the avoidance of double taxation of foreign-earned income of their respective citizens.

Revenue Canada protects Canadian individuals, business and society as a whole from the entry of dangerous or illegal goods (e.g., drugs, weapons) and inadmissible people (e.g., criminals, illegal immigrants). The Department also administers border and trade legislation, including international agreements, such as the World Trade Organization (WTO), the Canada - U.S. Free Trade Agreement (FTA), and the North American Free Trade Agreement (NAFTA), as well as domestic laws, such as the *Exports and Imports Permits Act* aimed at protecting and supporting sovereignty at the border, Canadian industrial competitiveness, economic policies and society as a whole.

Furthermore, Revenue Canada administers numerous pieces of legislation, in whole or in part, on behalf of other departments, notably: Agriculture and Agri-Food; Industry; Citizenship and Immigration; International Trade; Health; and Environment.

In carrying out its mandate, Revenue Canada administers more than 185 acts, regulations, incentives, credits, surtaxes, and international tax treaties.

The Department serves some:

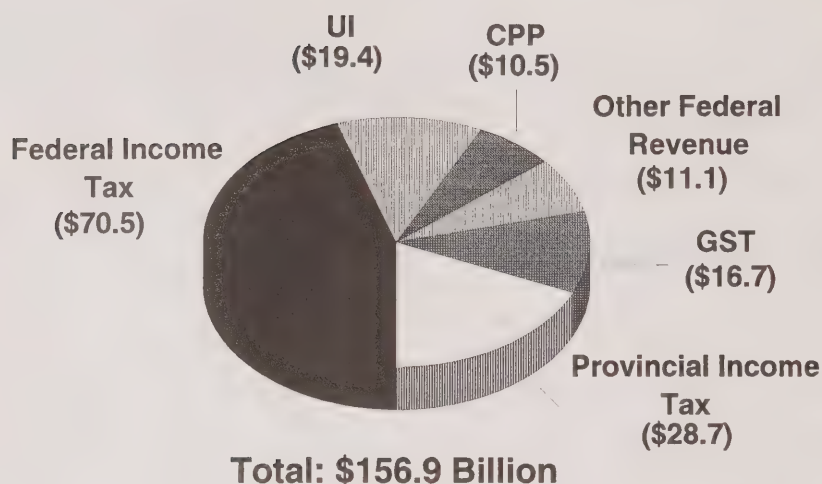
- 21.7 million individual income tax filers;
- 1.1 million corporations;
- 2.3 million Goods and Services Tax (GST) registrants;
- 1.2 million employers;
- 150,000 large importers and exporters;
- 106 million travellers;
- 23,000 registered pension and deferred profit sharing plans; and
- 74,000 charities.

In 1996-97, Revenue Canada will process an estimated:

- \$245 billion in trade representing more than 24.1 million transactions resulting from 10.4 million commercial entries;
- 23.1 million income tax returns;
- 36.6 million Child Tax Benefit payments;
- 32.4 million GST credit payments;
- 17.6 million public enquiries; and
- 467 thousand Children's Special Allowance payments.

In 1994-95, the Department collected net revenue of approximately \$156.9 billion, of which \$117.7 billion was federal revenue (as shown in Figure 1). This represents about 95% of all federal budgetary revenue collected by the Government. Revenue Canada collects: federal income tax; personal income tax on behalf of all provinces except Quebec; corporate income tax on behalf of all provinces except Alberta, Ontario and Quebec; the Goods and Services Tax (GST) in all provinces except Quebec; commodity taxes, Excise duties and import levies; provincial sales, alcohol and tobacco taxes at the border on behalf of certain provinces; employee and employer contributions under the *Canada Pension Plan*; and employee and employer premiums for Unemployment Insurance.

Figure 1: 1994-95 Net Revenue Collections (\$ billion)



2. Program Objective

To ensure the fair and timely assessment, collection and, where appropriate, refund of all taxes, duties and other relevant charges and levies; to enhance the competitiveness of Canadian business through the administration of a wide variety of the Government's trade policy instruments and the facilitation of trade, international commerce and tourism; to enforce Canadian laws and sovereignty at the border, and protect Canadian business, individuals and society generally from inadmissible or dangerous goods and people; and to support the social and economic programs and goals of the Government such as competitiveness through fair and equitable administration of legislation, international treaties and agreements and other federal and provincial statutes and regulations.

B. Program Plans and Requirements

1. Planning Environment

Revenue Canada recognizes and responds to the social, political, economic, and technological realities of the day in a way that respects ongoing obligations to Canadians and addresses their needs in a fair, responsible and open manner.

Governments worldwide are faced with the challenge of meeting society's needs and expectations in an environment of fiscal restraint, rapid globalization and increasingly complex international tax and trade administration. This is a challenge facing all national governments.

With the increasing integration of global and domestic markets, Revenue Canada's programs are significantly influenced by:

- the importance of ensuring that the administration of formal international trade agreements (WTO, FTA, NAFTA) to which Canada is signatory, support the international competitiveness of the Canadian economy and Canadian businesses;
- an increasing pressure to optimize the use of resources and to reduce overlap and duplication through greater coordination of activities, and by integrating processes and initiatives with other orders of government and other institutions;
- the movement away from paper-based transactions towards electronic commerce which will enable Revenue Canada to deliver services faster, and in a more consistent manner;
- a shift in focus towards deficit reduction and the need for government to identify core roles and responsibilities and provide modern affordable government;
- a continued emphasis on minimizing any leakage in government revenues and ensuring that all Canadians pay their fair share of taxes;
- the need, through tax treaties and Advanced Pricing Agreements, to protect Canada's tax base and ensure Canadian corporations do not face double taxation;
- increasing pressure from Canadians for strengthened protection at the border from the entry of illegal and dangerous goods and inadmissible people; and
- the importance of ensuring that provincial interests are taken into consideration when administering legislation on their behalf.

More specifically, Revenue Canada must also contend with the challenges associated with the following areas:

Government Fiscal Restraint: As a result of Program Review - Phase I and previous reductions, Revenue Canada's approved spending levels have decreased by \$230 million from 1994-95 to 1997-98. In addition, as a result of Program Review - Phase II, the Department will be further reduced by \$70 million beginning 1998-99. Given the significantly declining resource levels, the challenge facing Revenue Canada is to provide client-focused services while maximizing compliance levels, through an appropriate mix of facilitation and enforcement activities. Revenue Canada must meet the challenge of administering the full mandate of Canada's tax, border and trade policies, while dealing with annual legislative changes, increased workload due to demographic growth, and the need to fund major business process re-engineering initiatives so that future efficiencies can be realized.

New Legislation and Government Priorities: The introduction of any new or revised tax and trade legislation and arrangements, federal/provincial or international, has a significant impact on departmental operations and resource needs. Revenue Canada liaises on a continuing basis with the Departments of Finance and Foreign Affairs and International Trade to ensure that proposed legislative changes and international trade agreements are administratively feasible and economically viable, as well as to assess the resource implications for this Department.

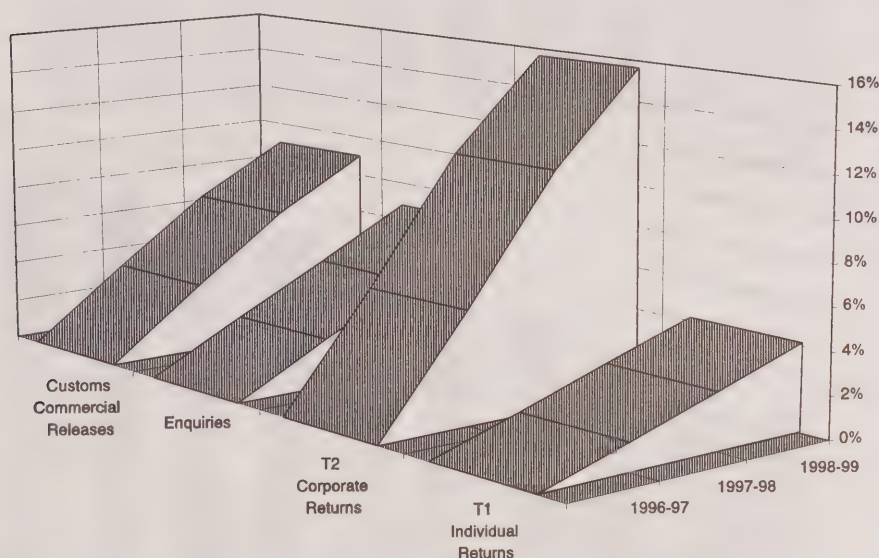
For example, there were some ten new initiatives identified in the February 1995 Federal Budget that Revenue Canada will need to implement over the planning period such as the Canadian Film Credit, the Scientific Research and Experimental Development Tax Credit changes, Construction Industry Reporting, Elimination of Deferral of Tax on Business Income and withholding tax on Non-Resident Old Age Security. Additional resources have been approved to administer these changes; some \$28 million in 1996-97 decreasing to some \$14M in 1998-99 and future years.

Revenue Canada is actively engaged in administering a number of key government priorities, such as the Underground Economy and the Anti-Smuggling Initiatives, which are described in greater detail in Section III of this document. Although the resource levels for the Anti-Smuggling Initiatives sunset after 1996-97, the status of these initiatives is currently under review. The impact on the Department of new government priorities, such as the Canada - U.S. Shared Border Accord, Firearms Registration, the negotiation of new trade arrangements to include the Asia Pacific Economic Cooperation groups and a possible Free Trade Agreement of the Americas, will also need to be assessed.

Workload Pressures: The amount of work the Department must do, in many cases, is a function of a number of external influences. These include growth in population and per-capita income, changes in interest rates, and labour force participation and unemployment rates. It is also affected by the increasing use of the tax system as a vehicle for implementing various socio-economic programs, such as: the GST credit; the Child Tax Benefit; the Scientific Research and Experimental Development Tax Credit; duty remissions and drawback programs.

For example, the estimated cumulative increases in volume growth (from 1995-96) for a number of key programs or workload determinants are displayed in Figure 2.

Figure 2: Key Workload Determinants



In delivering the social and economic programs of government, tax and trade administration have become more complex. This results in more workload in areas such as enquiries, data capture, and adjustments to previously filed returns.

Revenue Canada's workload is also affected by the continuing movement towards liberalized trade and changes in the number of cross-border travellers and commercial transactions. The next few years are expected to see a healthy growth in the volumes of imports and exports, with an increase of three to five percent forecasted for 1996-97. The North American Free Trade Agreement (NAFTA) establishes a preferential trading area between Canada, the United States and Mexico for originating goods, as well as new and improved business opportunities for

Canadian companies. Though tariffs on goods originating from member countries are to be phased out over a ten-year period, the significant complexities involved in determining questions of country of origin for all traded goods will grow in importance and impose a heavy workload on Revenue Canada.

As the population of individuals and businesses grows (Figures 3, 4 and 5), Revenue Canada has more work to do to ensure levels of direct enforcement sufficient to protect the integrity of Canadian laws, establish a level playing field, and assure the collection of government revenues.

Figure 3: Growth in Individuals (T1) Income Tax Returns

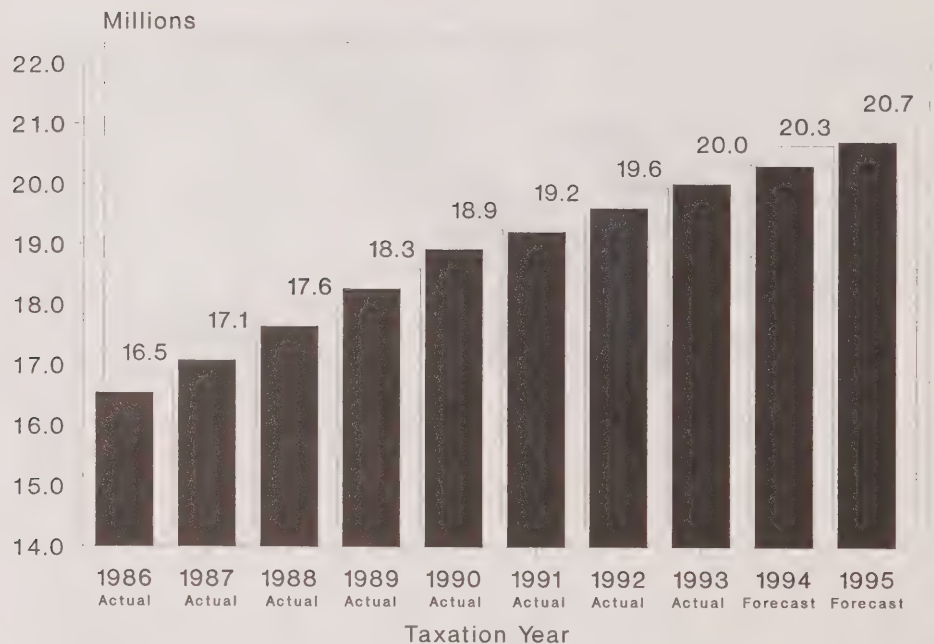


Figure 4: Growth in Corporations (T2) Income Tax Returns

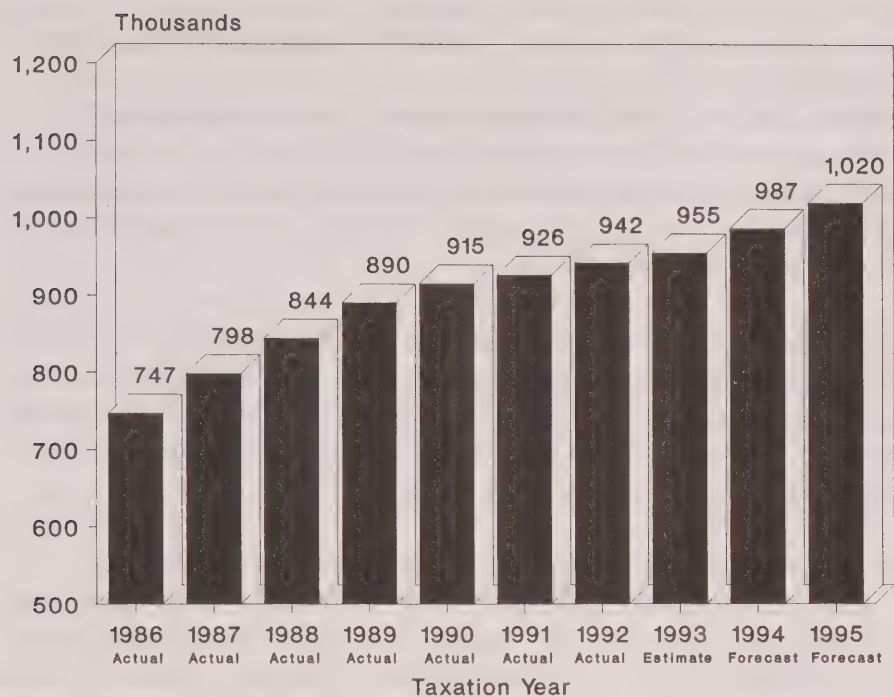
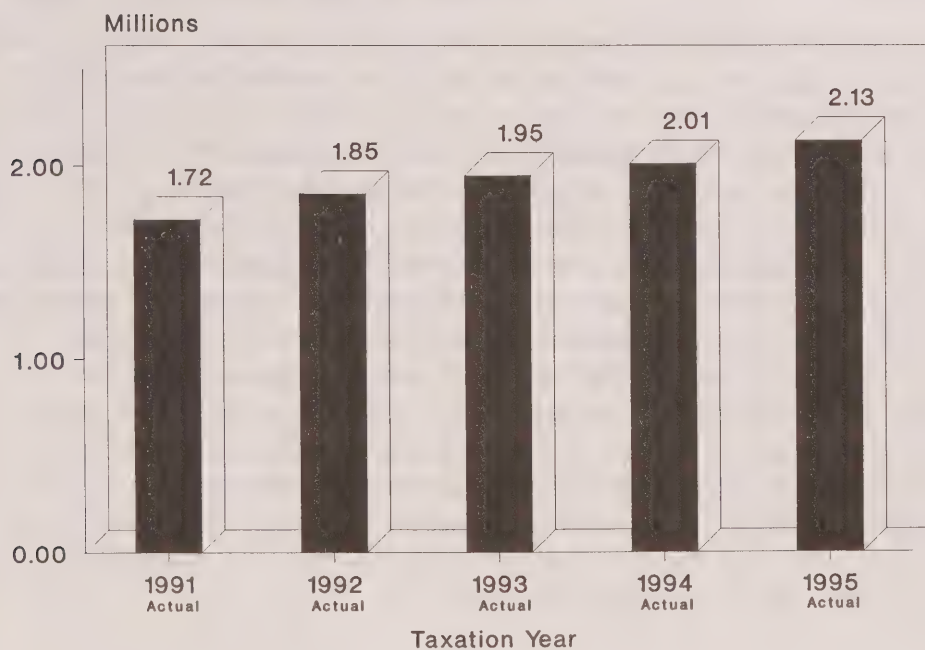


Figure 5: Growth in GST Registrants



Technology Productivity Improvements: Technology underlies and enables Revenue Canada's program delivery which depends on mass information processing and a nation-wide communication network. Before administrative consolidation of the former departments of Customs and Excise and Taxation, programs were delivered by business systems designed and operated in a legislative-based environment. Technology, as a tool common to all business lines, provides opportunities to shift the investment focus to a wider perspective. An integrated approach unifies individual business information technology (IT) requirements to maximize the Department's IT investment.

This approach also supports the Department's future plans and priorities. For example, shared infrastructure, data and expertise across multiple programs will improve the effectiveness of the Department's enforcement strategy. To this end, on-line systems are being enhanced to consolidate information on all accounts receivable across different lines of business.

To provide services that are accessible, responsive and affordable, the Department is also enhancing its capability to transfer data directly to and from Revenue Canada and other departments, financial institutions and clients. All business areas in Revenue Canada are currently using electronic commerce to reduce costs while improving processing times. Electronic commerce improves accessibility by providing alternate modes of service delivery while Revenue Canada delivers its services faster, more consistently and at less cost.

Revenue Canada is committed to open systems and connectivity supporting the integration of administrative processes within the Department and with other government departments in order to improve service to clients and reduce the cost and burden of compliance. Re-engineering departmental systems began with the construction of common systems to support common business functions. The Business Number (BN) initiative provides a common identification system for business clients and the Department is pursuing many re-engineering opportunities for functions such as cash/returns processing, enquiries, accounting and collections. Revenue Canada is working with other departments to reduce the burden of compliance. For example, since 1992, the Electronic Interdepartmental Set-Off (EISO) System, using Electronic Data Interchange (EDI), has allowed Revenue Canada to recover over \$163 million in debts on behalf of the Crown. A further example of inter-departmental cooperation is the Foreign Affairs/Customs Automated Permit System. This system provides an automated link with Foreign Affairs that allows Revenue Canada to use EDI and eliminate the need for importers to present hard copy import permits to Customs.

2. Program Plans

a. Strategic Directions and Priorities

The Department's strategies reflect government priorities with respect to the deficit, border protection, and competitiveness in support of job creation. The strategic directions guiding Revenue Canada towards achieving its program objective over the next three years will be:

- client-driven, service-oriented policies and processes;
- harmonized business practices and rules;
- better coordinated, efficient and cost-effective delivery of federal, provincial, and other government services at the border, resulting in better government at less cost to taxpayers;
- well-trained, knowledgeable and versatile staff, who have the necessary skills, tools and facilities;
- effective working relationships with clients, partners and other government departments that contribute to increased compliance, improved service, and increased competitiveness;
- more effective compliance in all streams;
- reduced amounts of contraband, prohibited goods, and inadmissible persons entering the country; and
- reduced compliance costs for clients, partners and stakeholders, resulting in increased business competitiveness.

b. Major New Initiatives

In addition to the following new initiatives, Section III of this document also provides an update of major ongoing initiatives.

- Service Quality Strategy: The development and implementation of the Service Quality Strategy represents the Department's response to the government-wide Quality Services Initiative. Several projects will flow out of the Strategy, including the development of an overall client satisfaction index. This index will provide the Department with a "snapshot" view of what the public thinks of its service through the calculation of a single number from a series of client satisfaction measures. The index will also facilitate the Department's understanding of the extent to which it is meeting the needs of its wide-ranging clientele.

- Joint Initiatives: Joint Services Initiatives will be pursued in cooperation with other federal departments and agencies in order to consolidate border activities. Departments such as Citizenship and Immigration Canada and Agriculture and Agri-Food Canada are working with Revenue Canada to develop and implement plans to streamline border inspection activities while maintaining an effective border control presence.

The Canada - U.S. Shared Border Accord, announced in February 1995, is paving the way for the modernization of border operations along the land border between the two countries, while benefiting the border communities, traders, tourists and citizens of both. The strategy envisioned by the Accord lays out an ambitious and innovative program designed to develop coordinated border services, which will:

- provide enhanced protection against drugs, smuggling, and the illegal and irregular movement of people;
- promote international trade;
- facilitate the movement of friends, relatives, business travellers, and tourists; and
- reduce costs for both Government and its clients.

These objectives will be realized through a variety of initiatives, such as the implementation of frequent traveller programs (e.g., CANPASS; explained in Section II;), streamlining of commercial processes and data requirements (e.g., NAFTA Prototype; explained in Section III), and exploring the potential for shared border facilities and equipment.

- Modernization of the Travellers Program: This is designed to expedite and simplify the clearance of low-risk travellers and to improve service to the travelling public. This will become particularly important as the effects of the Open Skies Agreement, which deregulates U.S. - Canada transborder air travel, are felt through increasing demands for service and growing volumes of travellers at major airports. Establishing express lanes for low-risk travellers and selective verification at customs points will be pursued.
- Re-engineering Border and Trade Administration Processes for Commercial Importers (previously reported as New Business Relationship): The Department continues in its efforts to fundamentally alter the administrative procedures for importing commercial goods into Canada. This re-engineering initiative is designed to significantly enhance overall compliance while, at the same time, reducing costs and improving the competitiveness of Canadian companies. Audit will be introduced as a compliance verification methodology and

represents a fundamental shift from the historical approach of focusing only on individual accounting transactions to one which focuses on the client. The use of audit allows the Department to more effectively ensure the integrity of trade agreements entered into by Canada, thereby contributing to a level playing field for importers. Other benefits could include expedited release processing, reduction of data requirements at the time of release and accounting, and revenue offsets at time of payment.

Significantly enhanced compliance rates, speed and certainty of process, uninterrupted flow of goods and less costly compliance processes, critical to international competitiveness, are becoming a reality in the re-engineered border and trade administration environment.

- Contraband Strategy: The Department is developing a contraband strategy which, building on the Anti-Smuggling Initiative experience, will effectively assess risk and use risk as the basis for investment decisions and for targeting contraband and fraud activities.
- Compliance Strategy: The Department is implementing a comprehensive compliance strategy to achieve and maintain an acceptable level of voluntary compliance. The strategy focuses on identifying factors influencing compliance and non-compliance and developing specific strategies that will ensure the best possible compliance results. The strategy includes coordinated efforts across all business lines and a consolidated approach to audit, investigations, verification and collections. For example, the Department is adopting a new approach to large business audits, as described more fully below. Other elements of the strategy include public information and awareness initiatives to publicize the consequences of non-compliance, shifting from a case by case approach to identifying and focusing on specific problem areas and strategic targeting of enforcement actions based on risk assessment. The Department is strengthening relations with the provinces, other government departments and external clients. A Compliance Advisory Committee comprised of representatives from the tax practitioner, academic and business communities will advise the Department on ways to enhance voluntary compliance and reduce non-compliance.
- Audit Improvement Plan: The Department has initiated a comprehensive Audit Improvement Plan composed of a variety of initiatives to enhance the effectiveness of the Audit function. The Audit Improvement Plan includes a new approach to large business audits designed to improve compliance and achieve better coordinated, efficient and cost-effective audits while reducing compliance costs to large corporations. The new approach is based on comprehensive audit teams to conduct complex, integrated audits of large

corporations, combining income tax, international tax, the Goods and Services Tax (GST) and Customs issues. Individual protocols will be established with large corporations to enhance the level of communication and cooperation between Revenue Canada and the taxpayers. These protocols will establish a framework for a five-year plan encompassing complete audits, compliance checks and the identification of significant audit issues.

The Department is also implementing a new approach to audits of small and medium enterprises. Compliance will be enhanced through improved risk assessment processes and increased emphasis on a sector approach to compliance. This will be achieved with sector profiles that bring together industry and economic data and through the use of industry audit teams. In addition, audit coverage will be expanded by examining specific GST compliance indicators when conducting Income Tax audits to determine whether there are potential GST compliance issues and reviewing Income Tax indicators when GST audits are conducted.

Other elements of the Audit Improvement Plan include continued emphasis on the Underground Economy, extension of the industry specialist approach to ensure that the Department has expertise in all industries, improved tools and training to increase the effectiveness and productivity of Audit personnel and enhancing the quality of audit work through implementation of a national audit quality program.

- Children's Special Allowance (CSA) Payments: These are payments made in respect of children cared for by federal and provincial agencies and institutions, under the authority of the *Children's Special Allowance Act*, in lieu of payments that would otherwise be made to parents under the Child Tax Benefit (CTB) program. The responsibility for, and resources associated with, the CSA program as well as for the determination of CTB eligibility were transferred from Human Resources Development Canada, effective August 28, 1995. The consolidation of these programs under one department is intended to provide a single point of contact for clients, and maximize administrative efficiencies through the elimination of duplicate data bases and processes.

3. Summary of Financial Requirements

Figure 6: Financial Requirements by Activity

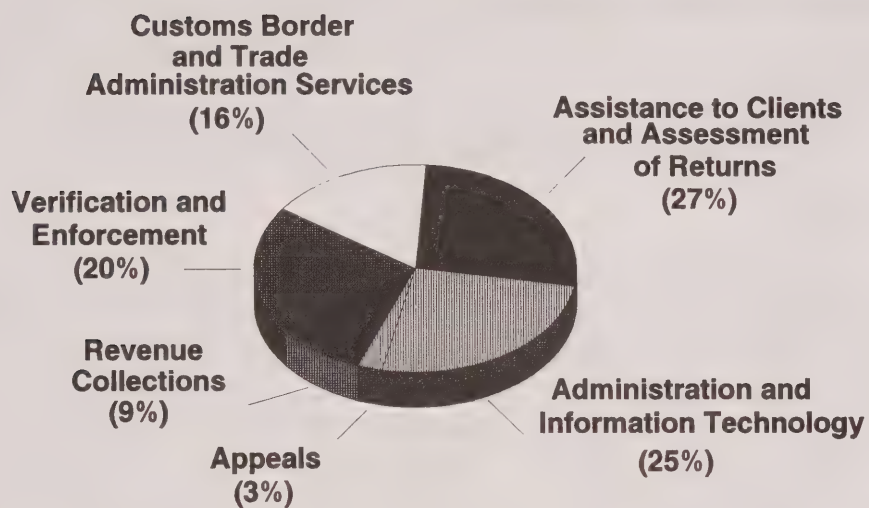
(thousands of dollars)	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Assistance to Clients and Assessment of Returns	561,705	619,614	580,676	568,585
Customs Border and Trade Administration Services	376,852	378,429	347,540	340,942
Verification and Enforcement	436,832	462,631	466,237	470,502
Revenue Collections	212,348	213,635	219,262	223,363
Appeals	58,049	58,292	59,235	57,239
Administration and Information Technology	605,503	591,938	568,437	547,465
Gross expenditures	2,251,289	2,324,539	2,241,387	2,208,096
Less: Revenues Credited to the Vote	114,291	120,317	124,939	130,931
Total appropriations	2,136,998	2,204,222	2,116,448	2,077,165
Human Resources (FTE) ¹	39,299	38,539	37,048	36,371
Receipts Credited to the Consolidated Revenue Fund	79,516	80,523	81,474	82,240

¹ See Figure 44 for additional information on human resources.

Figure 7: Explanation of Change

	1995-96 Estimates to 1996-97 Estimates
	\$ 000's
1995-96 Estimates	<u>2,136,998</u>
<u>Impact of New Government Approvals (1996-97)</u>	-
• The statutory payments associated with the transfer of responsibility and authority from Human Resources Development Canada (HRDC) for the Children's Special Allowance (CSA) program	42,000
• Transfer of resources from Human Resources Development Canada (HRDC) for the administration of the eligibility component of the Child Tax Benefit Program and the CSA program	7,990
• To implement a series of measures announced in the Federal Budget of February 1995 such as:	
- Construction industry reporting requirements	6,725
- Elimination of tax deferral on business income	5,273
- Corporate tax rate and interest rate change	95
- Contribution limits for retirement savings plans	728
- Tax returns involving foreign transactions	2,611
- Non-residents' withholding tax on Old Age Security	1,293
- Scientific Research & Experimental Development	6,558
- Tax avoidance through tax shelter deductions	3,814
- Tax incentive for eligible Canadian films	723
	<u>27,820</u>
• To enhance audit coverage and collection activity	18,960
• To offset cost increases in paper, printing and postage	9,000
• Employee Benefit Plan contribution rate increase from 13% to 14.5% as directed by Treasury Board	22,579
• Miscellaneous: Technical adjustments and other increases/decreases to funding levels for approved initiatives	<u>2,579</u>
Sub-Total	<u>130,928</u>
<u>Impact of Previous Government Decisions (1994-95 and 1995-96)</u>	
• Increase in the Federal Budget reductions compared to 1995-96 Estimates:	
- Program Review - February 1995 Budget	(20,616)
- Salary Increment Freeze - February 1995 Budget	(7,170)
- General Reduction - April 1993 and February 1994 Budgets	<u>(26,677)</u>
	(54,463)
• Planned reduction in approved resources for Anti-Smuggling Initiatives	(5,838)
• Major capital funding for Customs border facilities	2,989
• Miscellaneous: Technical adjustments and other increases/decreases to funding levels for approved initiatives	<u>(6,392)</u>
Sub-Total	<u>(63,704)</u>
Total Increases/(Decreases)	<u>67,224</u>
1996-97 Estimates	<u>2,204,222</u>

Figure 8: 1996-97 Estimates by Activity (Percentage Distribution of Dollars)



Section II

Analysis by Activity

A. Assistance to Clients and Assessment of Returns

1. Objective

To foster self-assessment and compliance and to process client returns.

2. Description

To communicate to clients their rights and obligations; to develop and maintain a registry of clients; to provide them with the necessary forms and information for filing returns accurately and on time; to respond to client enquiries; to process and assess their returns when received; to advise clients of results through the issuance of notices of assessment; to process payments; to update client accounts for all assessments and remittances; and to conduct a limited verification of items that were accepted at the assessing stage. Also included are an advisory function to other government departments with respect to the administrative feasibility of new legislation and treaties under negotiation; activities related to the registration of charities, pension and deferred income plans; and the provision of advance rulings on the tax implications of potential transactions.

This Activity consists of the following two sub-activities.

a) Assistance to Clients: This sub-activity involves servicing requests for information to facilitate self-assessment and compliance by the client. Communication and consultation are also important aspects of assistance to clients and Revenue Canada disseminates information about its programs and activities to the general public, the news media and other organizations.

Revenue Canada also provides indirect assistance to clients in the form of: liaison with the Department of Finance and other departments to comment on the administrative practicality of proposed legislation, tax treaties, social security and tax collection agreements; the preparation and dissemination of interpretation bulletins; and an advance rulings service that enables tax practitioners and clients to determine the Department's position on the tax effects of contemplated business transactions before they are made.

b) Assessment of Returns: This sub-activity includes tasks required to assess and process individual and corporate Income Tax, Goods and Services Tax (GST) and other returns received annually. The range of tasks starts with the printing and distribution of Income Tax, GST, Customs and other information returns to the public as well as pamphlets, brochures and other publications. When completed tax returns are received, either in paper form or electronically in the Tax Centres, they are sorted on the basis of complexity, key encoded and corrected for apparent errors. The data is then transmitted to the computing centre where the return is assessed and a notice is issued indicating a refund, a nil liability or a balance outstanding.

Other activities include: a registration function which collects fundamental information needed by Revenue Canada for dealing with its clients in order to ensure compliance; collecting information required for other government departments where it is most efficient to do so; the storage and retrieval of returns; the processing of client-requested adjustments; the recording and crediting of all assessments and remittances applicable to taxpayers, Canada Pension Plan, Unemployment Insurance, Goods and Services tax, levies, duties, federal and provincial accounts, as appropriate. A processing review program identifies and corrects improper or incorrect claims for deductions and exemptions. A matching program looks at the detection and correction of unreported income.

3. Resource Summary

Figure 9: Activity Resource Summary

(thousands of dollars)	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Assistance to Clients	170,783	161,514	158,363	143,855	138,545
Assessment of Returns	407,679	400,191	461,251	436,821	430,040
Total	578,462	561,705	619,614	580,676	568,585
FTE	11,871	10,969	10,401	9,647	9,347

4. Future Year Plans and Priorities

- Expand the use of electronic technology and move towards electronic individual and commercial transactions in order to enable Revenue Canada to deliver faster and more consistent services through, for example, electronic storage and retrieval of documents, information dissemination and transaction processing
- Actively pursue strategic partnerships with other federal and provincial governments and agencies, with a focus on reducing overlap and duplication, and on identifying opportunities for sharing expertise and communications
- Re-engineer major business processes by, for example, re-thinking and re-shaping the way the Department processes returns, responds to enquiries from individuals and businesses, and accounts for revenue
- As a cornerstone to the above-mentioned re-engineering initiatives, continue the implementation of a single Business Number to streamline and simplify the registration of Revenue Canada's four main business clients: GST remitters, employers, corporate taxpayers, and importers/exporters, enabling each client to be treated as a single entity instead of a separate taxpayer for each revenue program
- Establish a more proactive program of consultation with clients to identify measures to reduce the burden of compliance
- Continue to improve service and operational performance by being client focused and by supporting simplification initiatives such as the provision of "one-stop service" across the country whereby clients can obtain various information, acquire forms and make payments in one location; and the consolidation of accounts in a combined statement allowing businesses to offset liability in one area such as Income Tax, with overpayments or refunds from another, such as GST
- Support the Government's international objectives through the effective management of the Department's international relations
- Further strengthen the Processing Review activity to better identify returns deemed to have the greatest risk in terms of correctly determining tax liability

5. Performance Information

Canada’s self-assessment system for administering tax policies and legislation relies on the knowledge and honesty of individuals and businesses. Revenue Canada’s services are therefore aimed at facilitating voluntary compliance with Canada’s laws.

○ Assistance to Clients - Public Enquiries

- Respond to requests for information received over the telephone, at information counters, and by written correspondence from individuals and businesses

An enquiry can vary from information concerning filing requirements for individuals and businesses to the application of technical interpretations of the various sections of the *Income Tax Act* and *Excise Tax Act*, transitional rules and regulations, legal precedents, tax treaties and other relevant acts.

Figure 10: Public Enquiries ¹

Enquiries (000's)	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Individual Enquiries	16,226	15,852	14,246	13,321	13,329
Business Enquiries ²	4,048	3,442	3,320	3,105	3,106
Total Enquiries	20,274	19,294	17,566	16,426	16,435
Associated FTE	2,275	2,019	1,849	1,729	1,730
Enquiries Handled per FTE	8,912	9,556	9,500	9,500	9,500

¹ Excludes enquiries answered by way of automated voice response systems.
² Includes enquiries related to the Goods and Services Tax and employer deductions at source.

The decrease in total enquiries answered by Revenue Canada reflects the Department’s plans to explore alternative means of providing information and answering enquiries, including:

- the continuing simplification of publications and other program modifications to reduce the need for clients to contact Revenue Canada;
- enhancing the Department’s automated voice response enquiries systems and other self-service options; and
- providing service through alternative media such as the Internet.

- **Assistance to Clients - Rulings and Interpretations**
 - Develop and disseminate policy statements to businesses and national organizations about the Department's interpretation of legislation
 - Provide GST rulings and interpretations to businesses and national organizations
 - Provide advance IT rulings to large businesses for planned reorganizations and major acquisitions

Figure 11: Rulings and Interpretations

	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
GST Rulings & Interpretations	12,370	12,600	11,300	10,000	9,000
Associated FTE	136	132	124	110	99
GST Rulings & Interpretations per FTE	91	95	91	91	91
IT Rulings and Opinions	3,300	3,410	3,250	3,250	3,250
Associated FTE	61	57	57	57	57
IT Rulings and Opinions per FTE	54	60	57	57	57

- **Assessment of Returns - Tax Returns Processed**
 - Input the information from tax returns not sent by electronic means (E-File) into the computer
 - Issue a notice to each taxpayer, after processing is completed, providing details of the assessment and an explanation for any changes made
 - Examine and process any adjustments required due to errors found
 - Process client-requested adjustments subsequent to initial assessment
 - Update all accounts for assessment and remittance information
 - Store and, when necessary, retrieve tax returns

Figure 12: Tax Filers by Type

Returns (000's)	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Individuals	20,513	21,035	21,650	21,950	22,250
Corporations	1,020	1,050	1,093	1,155	1,199
Trusts	150	155	155	155	155
Goods and Services ¹	1,634	1,667	1,847	1,984	2,121
Others	255	157	157	157	157
Total Tax Filers	23,572	24,064	24,902	25,401	25,882
Associated FTE	7,412	6,080	6,074	5,639	5,643
Tax Filers Per FTE	3,180	3,958	4,100	4,505	4,587

¹ Excludes Tax Filers registered in the province of Quebec.

○ **Assessment of Returns - Processing Review**

- Ensure that all claims are properly supported and that assessments are accurate
- Validate claims for provincial tax credits and incentives

The Department, in order to maximize its efficiency, has implemented a process which re-engineers the approach used to process individual tax returns.

Previously, the system involved a front-end review and some taxpayer contact before an assessment notice was issued. The new processing system will accept most returns as filed, complemented by enhanced verification procedures. This has resulted in improved client service through a reduction in processing timeframes.

Processing Review uses state-of-the-art software to identify those returns, either paper or electronically-filed, deemed to have the greatest degree of risk in terms of correctly determining tax liability.

Figure 13: Processing Review, Additional Tax Assessed

	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Returns Reviewed	650,942	978,983	950,000	1,050,000	1,150,000
Additional Tax Assessed (\$000)	50,650	75,790	70,000	77,000 ¹	85,000

¹ Includes additional federal and provincial taxes assessed.

○ **Assessment of Returns - Matching**

- Verify information reported by taxpayers against information slips received from third parties (such as T4 slips from employers and T5 interest income slips from financial institutions)
- Match deductions, credit claims and net incomes to spousal returns
- Verify information used by benefit programs such as the Child Tax Benefit (CTB) and the Goods and Services Tax Credit (GSTC)
- Adjust for any discrepancies and issue reassessment notices

Figure 14: Matching of Returns, Additional Tax Assessed

	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Manual and Computer Assisted Matching:					
Returns Reviewed	732,258	1,100,000	1,084,000	1,184,000	1,184,000
Associated FTE	177	207	174	174	174
Returns Reviewed per FTE	4,137	5,314	6,230	6,805	6,805
Additional Tax Assessed ¹ (\$000)	171,780	203,800	203,925	233,925	233,925
Fully Automated Matching:					
Returns Reassessed	306,712	237,000	236,000	236,000	236,000
Additional Tax Assessed ¹ (\$000)	23,220	26,200	19,850	19,850	19,850

¹ Includes additional federal and provincial taxes assessed.

B. Customs Border and Trade Administration Services

1. Objective

To enforce Canadian laws and sovereignty at the border, and support Canadian industrial competitiveness and economic policies.

2. Description

This activity involves enforcing Canadian laws and sovereignty at the border and delivering customs border and trade services designed to advance and support the government’s foreign policy and domestic socio-economic objectives, and thereby protect Canadian industry and society, through control of the movement of people, goods, and conveyances entering or leaving Canada; it also supports Canadian industrial competitiveness by ensuring that Canadian business receives the advantages intended by various international agreements and other government trade policy instruments; in addition, it supports domestic economic policy, such as industrial development, by administering duty relief measures with respect to certain imported goods which are exempt from the application of the government’s trade policies.

3. Resource Summary

Figure 15: Activity Resource Summary

(thousands of dollars)	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98 ¹	Planned 1998-99
Customs Border and Trade Administration Services	380,005	376,852	378,429	347,540	340,942
FTE	7,469	7,618	7,579	6,952	6,779

¹ As noted in Section I, the Resource levels for Anti-Smuggling Initiatives sunset after 1996-97, the status of these initiatives is currently under review.

4. Future Year Plans and Priorities

- Protect Canadians, through refocusing of verification and enforcement resources to areas of highest risk and return
- Facilitate the movement of low risk goods and people, through the implementation of simplified, client-oriented programs and systems that expedite processing while maintaining appropriate controls

- Ensure that clients clearly understand their rights and obligations, through the provision of responsive client assistance programs and accurate, timely and easily accessible information services
- Deliver government programs at the border efficiently and cost-effectively, through the development of partnerships with clients, stakeholders, other government departments and other customs administrations
- Collect government revenues, by ensuring that duties, taxes, interest and penalties are correctly assessed and efficiently collected
- Develop and manage highly skilled, motivated and flexible workforce, whose members have the ability and the tools to operate effectively and safely in a dynamic environment
- Encourage customs administrations in other countries to develop more facilitative, more certain and transparent, and less costly import procedures to allow Canadians exporters to participate more actively in new and existing export markets
- Continue the re-engineering of the customs commercial process by moving away from a paper-base transaction approach to periodic verification for large and frequent importers thus enabling Canadian businesses to become and remain competitive in the global market
- Assess new technologies and modern business practices and adopt them to streamline procedures, reduce paper burden and lessen the cost of compliance - both in terms of time and money
- Implement changes to Border and Trade Administration Services to respond to international agreements on major initiatives, such as: the Open Skies Agreement, World Trade Organization, the expansion of the North American Free Trade Agreement, and the Canada-U.S. Accord on Canada's Shared Border

5. Performance Information

- Commercial and Travellers Re-engineering is aimed at reducing the costs and complexities associated with the commercial importing process, expediting and simplifying the clearance of low-risk travellers and improving service to the travelling public. For example:

- The Accelerated Commercial Release Operations Support System (ACROSS), an automated system designed to provide the importing community with the capability to utilize electronic commerce for all modes of transportation. ACROSS will be implemented nationally during 1996 and it is estimated that by 1998, 80% of all commercial imports will be released electronically;
- An electronic commerce initiative, being pursued under the Shared Border Accord, called the North American Free Trade Agreement (NAFTA) Prototype, which will be based on common data elements, documents and processes that will allow clients to exchange trade information with each other and with the countries' customs administrations - Canada, U.S. and Mexico;
- CANPASS pilots currently underway, as part of the Shared Border Accord, for frequent travellers at major airports, for persons entering Canada in private aircraft and private boats, and for local residents using remote offices. Successful tests will result in the expansion of these programs across Canada;
- Joint Services Initiatives being pursued with other federal departments and agencies such as Agriculture and Agri-Food and Citizenship and Immigration aimed at improving program delivery and enhancing client service;
- Responding to requests by large business clients, Customs Border Services and Trade Administration will supplement its current transaction-focused compliance verification program with a periodic or audit-like program. By the Fall of 1996, companies covering a variety of industry sectors across Canada will be part of the new audit environment; and
- Reviewing the Aerospace Application Test undertaken with six members of the Aerospace Industries Association of Canada and the Automotive Application Test with Chrysler, Ford and General Motors. New concepts are being tested in the customs commercial process, reporting, release, accounting, adjustment and verification areas.
- Service standards and operational accountability measures will be further developed in 1996 in both the travellers and commercial streams
- Strengthen enforcement activities using risk assessment as the basis for investment decisions and for targeting contraband and fraud through:

- The Integrated Customs Enforcement System (ICES), a computer system designed to enhance border protection, which will be installed at 97 regional sites by mid-1996 and a further 80 lower risk sites by mid-1997;
- Enhanced cooperative efforts with the RCMP and other law enforcement agencies;
- Memoranda of Understanding between Revenue Canada and commercial carriers and private sector associations, to enhance the Department's capability in preventing drug and contraband smuggling; and
- Research and development activities in the areas of new detection technologies, tools and techniques, including the Canadian-built Ionscan and other innovative drug detection systems, new X-ray technologies, specialized examination tools, and targeting and detection techniques related to firearms and terrorists.

Figure 16: Travellers

	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Travellers Processed (000's) ¹	106,400	105,500	106,000	107,000	108,000
Compliance Rate ²					
- Air	87%	88%	88%	89%	89%
- Highway	96%	96%	96%	96%	96%
Client Satisfaction ³	92%	92%	92%	92%	92%
Client Satisfaction Overall ⁴	85%	85%	86%	86%	87%

¹ Individuals entering Canada and reporting to Customs by any mode.

² Travellers, by mode, who comply with the laws administered by Customs Border Services. This measurement is a result of statistical sampling carried out systematically at points of entry across the country.

³ Travellers who, when surveyed, indicate that they are reasonably to very satisfied with the service they received.

⁴ Travellers who, when surveyed, indicate that they are reasonably to very satisfied with what Customs Border Services is doing in general.

Figure 17: Commercial

(000's)	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Releases Processed ¹	7,720	8,200	8,220	8,710	9,230
Accounting Documents Processed ²	9,050	10,015	11,000	12,100	13,300
Postal Shipments Assessed ³	2,013	1,725	1,700	1,500	1,500
Courier Shipments Released ⁴	5,120	6,400	8,450	10,560	13,200

¹ Commercial shipments arriving by highway, air, rail, and marine modes and released.

² Customs Accounting Forms (B3's) processed.

³ Customs Postal Import Forms (E14's) processed.

⁴ Courier shipments released with a value greater than \$20 and less than \$1,200 (a value greater than \$20 and less than \$1,600 after December 1, 1995).

Figure 18: Contraband and Fraud

	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Contraband Seizures ¹					
- Value (\$000's) ²	846,500	900,000	900,000	900,000	900,000
Investigations					
- Cases Investigated	1,344	1,302	1,300	1,300	1,300
- Criminal Prosecutions Completed	131	140	145	145	145

¹ Includes drugs, alcohol, jewellery and tobacco. Further performance indicators, such as the ratio of contraband seizures to the total number of contraband examinations, are in the process of being established as part of the Department's contraband strategy. This will be available for reporting in next year's Main Estimates.

² The 1994-95 estimate does not include the value of firearms seized.

Figures 19, 20 and 21 provide further workload information relating to Appraisal and Adjustment and Interpretative Policy Determination and Appeals.

Figure 19: Appraisal and Adjustment

	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Commodity Declarations					
Referred to Review	1,699,000	1,945,110	1,823,345	1,859,812	1,897,008
Associated FTE	267	216	202	198	194
Output per FTE	6,363	9,005	9,026	9,393	9,778
Adjustment Claims					
Processed	498,000	422,931	364,610	357,318	350,171
Associated FTE	722	732	592	580	569
Output per FTE	690	578	616	616	615

Figure 20: Interpretative Policy Determination and Appeals

	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
SIMA Policy Interpretations	425	415	425	425	425
Associated FTE	42	42	44	44	44
Output per FTE	10	10	10	10	10
Valuation Policy Interpretations	238	190	130	130	130
Associated FTE	8	9	7	7	7
Output per FTE	30	21	19	19	19
Tariff Classification and Policy Interpretations	10,160	17,658	16,150	15,900	15,375
Associated FTE	32	48	39	38	37
Output per FTE	318	368	414	418	416
Tariff and Assessment Appeals	11,990	13,899	11,040	10,830	9,830
Associated FTE	40	69	65	60	54
Output per FTE	300	201	170	181	182
Seizure Adjudication Decisions	7,000	5,114	3,500	3,500	3,500
Associated FTE	72	73	50	50	50
Output per FTE	97	70	70	70	70

Figure 21: Interpretative Policy Determination and Appeals - Acceptance of Final Departmental Decisions ¹

	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Accepted	96 %	96 %	96 %	96 %	96 %
Upheld by External Tribunal	2 %	2 %	2 %	2 %	2 %
Overturned by External Tribunal	2 %	2 %	2 %	2 %	2 %

¹ Includes decisions which are potentially appealable to an external body, where the final departmental decision does not fully agree with the appellant's contention.

C. Verification and Enforcement

1. Objective

To enhance compliance with the laws administered.

2. Description

To carry out a range of programs related to the verification and enforcement of compliance with tax legislation. These programs include a variety of examinations, audits and investigations designed to increase compliance and ensure fairness in the self-assessment system.

3. Resource Summary

Figure 22: Activity Resource Summary

(thousands of dollars)	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Verification and Enforcement	428,292	436,832	462,631	466,237	470,502
FTE	7,789	7,947	8,177	8,323	8,334

Additional resources are reflected in the 1996-97 Estimates, and for future years to implement a series of measures announced in the February 1995 Federal Budget, and to maintain enforcement activity levels in certain areas and enhance in other areas.

4. Future Year Plans and Priorities

The overall Verification and Enforcement strategy is to address all forms of non-compliance, provide a deterrent to future non-compliant behaviour and to send positive messages to those who comply voluntarily.

In the planning years, the Department will continue to:

- Implement a comprehensive compliance strategy to maximize the impact of departmental activities on compliance levels;
- Implement a new comprehensive approach to large business audits to reduce the burden on businesses and optimize the use of resources;

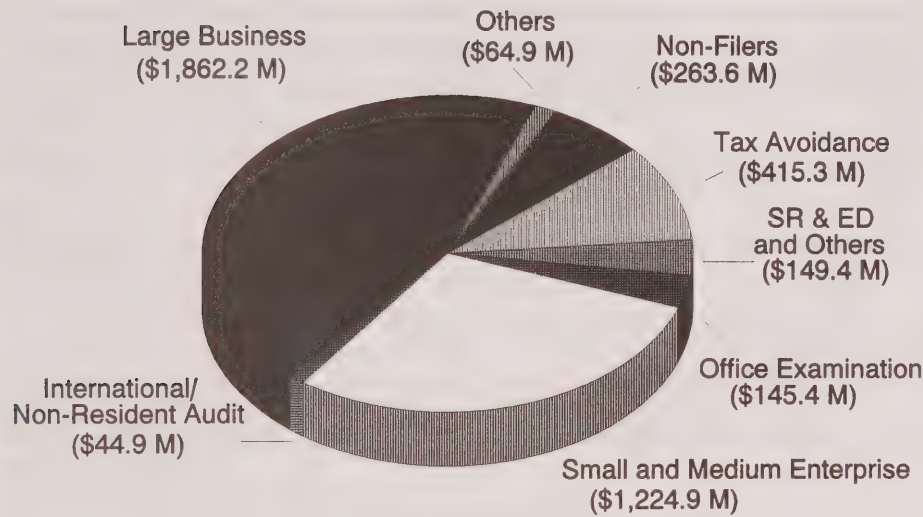
- Maximize compliance of small and medium enterprises through improved risk assessment processes and a sector approach to compliance;
- Achieve compliance in Tax Incentive Programs through a balance of assistance, education and service activities on the one hand and responsible enforcement activities on the other;
- Manage the scientific and financial reviews of taxpayer requested adjustments within the targeted deadline of end of fiscal year 1996-97;
- Identify at an earlier stage abusive tax avoidance and tax shelter arrangements and audit all potentially abusive cases;
- Anticipate and investigate new legislative and policy issues and recommend legislative improvements;
- Implement an audit quality assurance program;
- Enhance the effectiveness of Investigations activities through expanded research and analysis of data banks and increased liaison and sharing of information with other enforcement agencies;
- Improve compliance by the audit of international transactions and ensure that Canada's tax base is protected, and promote compliance through outreach efforts;
- Improve compliance through greater exchange of information/coordination with other tax administrations, policy changes following from audit activity and strategic research to identify and guide areas for increased international audits;
- Reinforce the International Tax Compliance Strategy to better reflect trading patterns, to ensure Canadian businesses are not burdened by double taxation, and to assist with trade;
- Reinforce current strategies under the Underground Economy initiative through sector-specific strategies. The Department will continue discussions with industry, professional and community associations as well as continuing to work with the provinces and other federal departments. Specific sectors will be targeted and other strategies developed such as enhanced verification and the self-review concept;

- Continue implementation of Federal-Provincial agreements that have been negotiated with all provinces and complete agreements with the Yukon and Northwest Territories. Agreements provide for exchange of information and enhanced cooperation in areas such as the underground economy, tax evasion and anti-smuggling;
- Make greater use of risk assessment, based on industry and economic sector profiles, and the analysis of audit results and industry sector profiles to improve compliance. In this regard, the Department is collocating teams and cross-training to allow for both joint and concurrent audits;
- Commit to having a strong expertise within the international tax programs which cover all areas related to non-residents and international transactions. Analytical research is being done to improve detection of non-compliance related to international transactions and to provide strategic advice for the facilitation of international trade and investment. As an example, an area of abuse is the non-reporting of foreign income earned by Canadian residents using tax havens. To address the problem, Revenue Canada has developed a comprehensive strategy. The strategy has four elements:
 - new reporting requirements and tightening existing laws;
 - increased enforcement activities;
 - ensuring that Canadian financial institutions with foreign branches comply with Canadian law and reporting requirements;
 - working with treaty partners to improve information exchanges and at international forums to develop strategies related to tax havens and jurisdictions which have bank secrecy laws; and
- Consult with outside parties concerning all aspects of compliance. A compliance advisory committee comprised of representatives from the tax practitioner, academic and business communities will advise the Department on ways to enhance voluntary compliance and reduce non-compliance.

5. Performance Information

Revenue Canada’s overall compliance activities for 1994-95 resulted in \$4.2 billion in additional federal and provincial tax assessed. This includes specific initiatives directed at the underground economy for 1994-95 which resulted in \$723 million in additional tax assessed.

**Figure 23: Verification and Enforcement Programs - Actual 1994-95
Federal and Provincial Taxes - Total Fiscal Impact of \$4.2
Billion ¹**



¹ All categories include federal and provincial tax (participating provinces only), interest and penalties, except for Non-Filers which exclude interest. For additional information, see Section III.

○ Large Business Audits

Large business audits are complex audits of large businesses that report gross income in excess of \$15 million. These businesses are generally incorporated and include the largest corporations with returns that need a coordinated approach to auditing because of size, diversification, geographical dispersion, technical complexity, and economic significance.

Figure 24: Large Business Audits - Files Audited, Fiscal Impact

	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Files Audited	3,177	3,131	3,061	3,061	3,061
Total Fiscal Impact (\$000's) ¹	2,473,137	2,473,572	2,231,519	2,231,519	2,231,519
Associated FTE	768	757	740	740	740
Files Audited per FTE	4	4	4	4	4
Total Fiscal Impact per File Audited (\$)	778,450	790,026	729,016	729,016	729,016

¹ Total Fiscal Impact of audit activity: includes federal and provincial tax (participating provinces only), interest and penalties; also includes net present value of future tax assessable.

○ Small and Medium Enterprise Audits

Small and medium enterprise audits include audits of businesses other than large businesses and include audits of Income Tax, Goods and Services Tax (GST) and other taxes imposed under the *Excise Tax Act* (e.g., Excise taxes, Air Transportation Tax).

Figure 25: Small and Medium Enterprise Audits - Files Audited, Fiscal Impact ¹

	Estimates ³ 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Files Audited	46,441	90,174	90,256	97,812	97,547
Total Fiscal Impact (\$000's) ²	981,194	1,320,766	1,280,677	1,403,959	1,390,832
Associated FTE	2,262	3,481	3,580	3,920	3,886
Files Audited per FTE	21	26	25	25	25
Total Fiscal Impact per File Audited (\$)	21,128	14,647	14,189	14,354	14,258

¹ Data in this table includes information related to audit of Income Tax and Goods and Services Tax.

² Total Fiscal Impact of audit activity: includes federal and provincial tax (participating provinces only), interest and penalties; also includes net present value of future tax assessable.

³ Excludes GST Audits.

○ **Scientific Research and Experimental Development (SR&ED) and Other Tax Incentive Programs**

This program includes audit of claims under the SR&ED and other tax incentive programs. Revenue Canada also performs a client education role by conducting seminars and providing materials to explain the details of the SR&ED program to interested clients with a view of reducing the number of adjustments to SR&ED claims.

Figure 26: Scientific Research and Experimental Development (SR&ED) and Other Tax Incentive Programs - Files Audited, Fiscal Impact

	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Files Audited	4,581	7,644	10,601	7,756	7,756
Total Fiscal Impact (\$000's) ¹	56,043	117,728	151,491	110,839	110,839
Associated FTE	259	399	477	349	349
Files Audited per FTE	18	19	22	22	22
Total Fiscal Impact per File Audited (\$)	12,234	15,401	14,290	14,291	14,291

¹ Total Fiscal Impact of audit activity: includes federal and provincial tax (participating provinces only), interest and penalties; also includes net present value of future tax assessable.

○ **Tax Avoidance**

This program involves the identification and investigation of schemes and arrangements designed to avoid payment of tax.

Figure 27: Tax Avoidance - Files Audited, Fiscal Impact

	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Files Audited	2,498	1,648	2,138	2,072	2,072
Total Fiscal Impact (\$000's) ¹	261,416	364,883	497,131	481,975	481,975
Associated FTE	153	139	164	159	159
Files Audited per FTE	16	12	13	13	13
Total Fiscal Impact per File Audited (\$)	104,650	221,410	232,522	232,613	232,613

¹ Total Fiscal Impact of audit activity: includes federal and provincial tax (participating provinces only), interest and penalties; also includes net present value of future tax assessable.

○ **Non-Filer Program**

The Non-Filer program involves identifying individuals, corporations, trusts and other taxpayers whose filing records are not current or who have never filed, taking action to obtain the returns or otherwise establish assessed balances and where warranted, initiating prosecution action for failure to file.

Figure 28: Non-Filer Program - Returns Obtained, Fiscal Impact

	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Returns Obtained through contacts by employees	232,965	276,473	221,796	181,396	181,396
Fiscal Impact (\$000's) ¹	298,892	322,394	274,362	224,387	224,387
Associated FTE	544	643	549	449	449
Total Fiscal Impact per Return Obtained (\$)	1,283	1,166	1,237	1,237	1,237
Total Returns Obtained (fully automated and employee contacts)	495,089	557,853	496,956	456,556	456,556
Total Fiscal Impacts (\$000's) ²	263,253	269,601	227,024	177,049	177,049

¹ Fiscal Impact: results of actions that require extensive use of FTE and includes federal and provincial tax (participating provinces only) and penalties.

² Total Fiscal Impact: results of all actions (automated and employee contacts) and includes federal and provincial tax (participating provinces only) and penalties. The fiscal impact of automated contacts is projected to yield net refunds.

○ **Office Examination**

This program identifies and addresses areas of non-compliance from taxpayers deriving their income from salary, commission, rental property, investments, commercial activities, farming and fishing. Office Examinations are generally limited to those categories of returns which can be audited within the office with the necessary contacts being made by telephone, letter or interview.

Figure 29: Office Examination - Files Audited, Fiscal Impact

	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Files Audited	39,154	36,513	36,513	36,513	36,513
Total Fiscal Impact (\$000's) ¹	122,279	125,225	125,225	125,225	125,225
Associated FTE	293	303	303	303	303
Files Audited per FTE	134	121	121	121	121
Total Fiscal Impact per File Audited (\$)	3,123	3,430	3,430	3,430	3,430

¹ Total Fiscal Impact of audit activity: includes federal and provincial tax (participating provinces only), interest and penalties; also includes net present value of future tax assessable.

○ Other Verification Programs

Post Review involves the examination of various deductions which were accepted as filed on initial assessment. This examination includes the comparison of information provided with that from prior year returns, third party sources and other databases. It may also entail the request for additional supporting documents from the taxpayer. This activity generated \$4.8 million of federal and provincial taxes in 1994-95.

The Refund Examination program focuses on the detection, prevention and recovery of fraudulent or inflated refunds. This involves the verification of suspect returns both prior to and after assessment.

The Non-Registrant program involves the identification and registration/licensing of all persons providing goods and services, or manufacturing products considered to be taxable under the *Excise Tax Act*.

The Benefit and Employment Income Audit (BEIA) program ensures the proper treatment of taxable benefits derived from an office or employment or as a shareholder of a corporation. BEIA generated \$16.2 million of federal and provincial taxes in 1994-95.

○ Special Investigations

The objective of Special Investigations is to maintain criminal investigation programs as a deterrent to non-compliance by investigating selected cases in all categories of persons and businesses and recommending prosecution for the commission of criminal offences under the legislation administered by the Department.

Figure 30: Special Investigations Program - Cases Investigated, Special Enforcement Program Audits ¹

	Estimates 1994-95 ²	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Cases Ended without Referral to the Department of Justice	N/A	384	359	360	360
Cases Referred to the Department of Justice for Prosecution	N/A	221	216	216	216
Total Cases Investigated	N/A	605	575	576	576
Special Enforcement Program (files audited)	N/A	531	533	533	533
Associated FTE	N/A	605	602	603	603

¹ Does not include Ministère du revenu du Québec activities in respect to GST other than completed prosecutions.

² No estimates included in the 1994-95 Expenditure Plan. See Section III for actual data.

○ **International Audit**

The International Audit program involves the audit of international transactions in the course of regular individual and corporate audits, to ensure that tax issues are properly addressed.

Figure 31: International Audit - Files Audited, Fiscal Impact

	Estimates 1994-95 ¹	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Files Audited	N/A	1,053	1,360	1,744	2,310
Total Fiscal Impact (\$000's) ² :					
Reported under other audit programs	N/A	281,817	98,000	110,250	159,000
Restricted International Audits	N/A	N/A	98,000	110,250	159,000
Associated FTE	N/A	86	112	126	159
Files Audited per FTE	N/A	12	12	14	15

¹ No estimates included in the 1994-95 Expenditure Plan. See Section III for actual data.

² Includes Federal income tax, interest and penalties. Federal tax only as non-residents are not subject to provincial tax.

○ **Competent Authority**

The Competent Authority program involves Advance Pricing Agreements, exchange of information with tax treaty partners, and evaluation and resolution of situations of double taxation.

Figure 32: Competent Authority - Files Reviewed

	Estimates 1994-95 ¹	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Files Reviewed	N/A	435	495	550	600
Associated FTE	N/A	22	25	26	27

¹ No estimates included in the 1994-95 Expenditure Plan. See Section III for actual data.

○ **Non-Resident Audit**

This program's objective is to obtain compliance by residents when payments are made to non-residents and by residents and non-residents when Canadian Property dispositions are made by non-residents. This involves audits of compliance by Canadian payers with the deducting and remitting provisions outlined in Part XIII of the *Income Tax Act*. It also includes audits of compliance with the withholding requirements applicable to services provided in Canada by non-residents and to dispositions of property by non-residents.

Figure 33: Non-Resident Audit - Files Audited, Fiscal Impact

	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Files Audited	7,641	6,108	6,600	8,250	10,200
Total Fiscal Impact (\$000's) ¹	67,000	37,376	47,600	58,800	66,500
Associated FTE ²	81	52	68	84	95
Files Audited per FTE	94	117	97	98	107
Total Fiscal Impact per File Audited (\$)	8,768	6,119	7,212	7,127	6,520

¹ Total Fiscal Impact includes federal tax, interest and penalties; also includes net present value of future tax assessable; federal tax only - non-residents are not subject to provincial tax.

² Includes time spent screening and selecting, for audit, those files with the highest risk of non-compliance.

○ **Non-Resident Assessing and Enquiries**

This program involves processing and assessing returns of non-resident individuals, trusts and corporations. It also provides an enquiry service for matters related to non-resident returns.

Figure 34: Non-Resident Returns Assessed, Enquiries

	Estimates 1994-95 ¹	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Returns Assessed	N/A	306,020	330,200	335,200	340,200
Enquiries	N/A	251,525	232,500	234,500	238,500
Associated FTE	N/A	140	150	145	145

¹ No estimates included in the 1994-95 Expenditure Plan. See Section III for actual data.

○ **Non-Resident Waivers and Dispositions Program**

The purpose of this program is to provide requested relief from withholding requirements when justified on the basis of income and expense projections or treaty exemptions. Improved data collection methods and enhanced examination procedures are being introduced to better gauge an applicant's eligibility for a non-resident waiver or certificate of compliance with respect to non-resident dispositions.

Figure 35: Non-Resident Waivers and Dispositions Assessed

	Estimates 1994-95 ¹	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Waivers and Dispositions Assessed	N/A	29,644	35,572	37,350	39,218
Associated FTE	N/A	42	47	49	51

¹ No estimates included in the 1994-95 Expenditure Plan. See Section III for actual data.

○ **Non-Resident Withholding Accounts**

According to Part XIII of the *Income Tax Act*, a non-resident person is subject to non-resident tax on various types of passive Canadian source income such as interest, dividends, rental income, pension, etc. The Department maintains approximately 56,000 non-resident accounts reflecting payments estimated at \$1.4 billion in 1996-97. Included in this activity are programs directed at ensuring that all Canadian payers are registered and provided with the necessary information to comply with the deduction and remittance provisions of the law; information is readily available; appropriate deductions are made and remitted promptly; and information slips and returns are filed accurately and on time. The program also involves processing returns, information slips and other documents related to the non-resident accounts.

D. Revenue Collections

1. Objective

To collect tax, levies, duties, and other amounts such as Canada Pension Plan and Unemployment Insurance payments.

2. Description

To collect tax, levies, duties, and other amounts including collections of amounts deducted at source by employers on behalf of employees; and outstanding balances resulting from assessment or reassessment of both income and GST amounts as well as outstanding levies and duties. Also included is the issuance of rulings on whether individuals are entitled to benefits under the *Canada Pension Plan* and *Unemployment Insurance Act*, and making other determinations at the request of the Department of Human Resources Development.

3. Resource Summary

Figure 36: Activity Resource Summary

(thousands of dollars)	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Revenue Collections	204,785	212,348	213,635	219,262	223,363
FTE	4,785	5,051	5,078	5,139	5,209

4. Future Year Plans and Priorities

- Re-engineer the revenue collections program to identify additional opportunities for enhancement, including adoption of best practices from local offices, private sector and other tax administrations
- Harmonize the collections provisions of the Income Tax, Excise, Excise Tax and Customs Acts to encourage employers to comply with requirements regarding deductions, remittances and reporting, as well as to provide collectors with consistent collection procedures, authorities and powers

- Develop an Integrated Revenue Collections system that will allow clients and their representatives to deal with only one Revenue Canada official for all collections activities for all revenue types
- Enhance risk assessment through a risk analysis system which would classify accounts according to compliance patterns or potential for loss
- Examine feasibility of replacing collection letters with earlier personal contact
- Review performance standards and establish a monitoring group to ensure standards are adhered to
- Develop procedures to strengthen consistency in the application of decisions granted under the fairness initiative and develop enhanced tracking mechanisms for reporting penalty and interest forgiven in the Public Accounts
- Develop an all-encompassing statistical reporting system to assist in the management and analysis of the Department's account receivable inventory so that informed decisions can be made and meaningful strategies developed

5. Performance Information

- Reduce accounts receivable levels to 4% of gross revenue by March, 1997, compared to the actual levels of accounts receivable at March 31, 1995 which stood at 4.2% of 1994-95 gross revenues (for more details, see appendix D-3 in Section III)
- Produce annual reports, for inclusion in the Public Accounts, on the amounts of penalty and interest forgiven under the fairness initiative, as required by the *Financial Administration Act*
- **Accounts Receivable**
 - Take action to collect unpaid balances on income tax returns filed, registrants or licensees in arrears, unremitted source deductions, and in cases where taxpayers, particularly those whose income is not subject to deductions at source, persistently fail to pay what they owe

Initial action on these accounts takes the form of computer-generated reminders. When this action does not produce the desired result, the accounts are referred to a Tax Services Office for direct action. Attempts are made to arrange the payment of back taxes consistent with the taxpayer's financial circumstances and

with the necessity to keep payments on current year taxes up to date. Should the taxpayer or registrant persist in the delinquency without satisfactory arrangements with the Department to discharge the indebtedness, the Department is empowered to garnishee income, bank deposits or payments due from third parties. In certain circumstances, the Department may seize and sell a taxpayer's assets.

This program is the final step in the process of revenue collection. All efforts devoted to fostering self-assessment and enforcing compliance would prove fruitless unless the revenues assessed are eventually collected by the Government.

Figure 37: Annual Intake and Closing of Accounts ¹

	Estimates ² 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
<u>Annual Intake</u>					
Number of Accounts	527,410	535,000	530,000	549,000	568,000
Total Amount (\$000)	6,065,769	6,444,000	6,500,000	6,950,000	7,400,000
<u>Annual Closings</u>					
- Number of Accounts ³	525,296	472,000	487,500	498,125	517,500
- Total Collections (\$000)	4,784,327	4,795,000	4,972,500	5,231,250	5,546,250
Associated FTE	3,065	3,010	3,040	3,171	3,313
<u>Performance Information</u>					
- Total Closings (Number of Accounts) per FTE	171	157	160	157	156
- Collections per FTE (\$000)	1,561	1,593	1,636	1,650	1,674

¹ Tax Services Office accounts only; excludes routine accounts actioned by way of computerized collection notices and thus not referred to Tax Services Offices. Also excludes Ministère du revenu du Québec activities with respect to GST.

² GST component of 1994-95 Estimates is based on actual data as the 1994-95 Expenditure Plan did not include an estimate for annual intake and closing of accounts receivable.

³ Includes accounts written off as uncollectible; and other sundry work disposal measures.

○ **Payroll Audit**

- Verify that income taxes, Canada Pension Plan contributions and Unemployment Insurance premiums are withheld properly from employees' wages and are remitted promptly and fully

Figure 38: Payroll Files Audited, Additional Tax Assessed

	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Files Audited	72,418	70,051	71,955	75,030	78,105
Additional Amounts Assessed (\$000) ¹	340,583	321,744	330,489	344,613	358,736
Associated FTE	360	342	351	366	381
Files Audited per FTE	201	205	205	205	205
Additional Amounts Assessed per File Audited (\$)	4,703	4,593	4,593	4,593	4,593
¹ Additional Amounts Assessed include federal and provincial tax, Canada Pension Plan contributions and Unemployment Insurance premiums.					

E. Appeals

1. Objective

To provide taxpayers and Goods and Services Tax registrants with a redress process.

2. Description

To provide clients with a means of redress, involving the resolution of Notices of Objection and Appeals by an independent review of an assessment or reassessment contested by a client. Also included is the disposal of applications from employers or employees regarding the determination of eligibility under the provisions of the *Canada Pension Plan Act* and the *Unemployment Insurance Act*.

3. Resource Summary

Figure 39: Activity Resource Summary

(thousands of dollars)	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Appeals	59,202	58,049	58,292	59,235	57,239
FTE	1,090	1,078	1,071	1,087	1,045

4. Future Year Plans and Priorities

- Build on opportunities offered by administrative consolidation to streamline processes and consolidate policies, procedures and systems
- Implement an improved risk management process to protect government revenues from risks that arise during the dispute resolution process
- Examine nature of objections and appeals to identify the underlying reasons which give rise to disputes
- Re-engineer objections processes to improve processing timeframes

5. Performance Information

- **Reduce average elapsed time to resolve objections:** The average number of days required to dispose of income tax objections has increased from 153 days to 179 days in the last four years. Although equivalent figures for the Excise/GST and CPP-UI workloads are not available, it is estimated that a similar situation exists in these business lines.
- **Improve and consolidate information systems:** Consolidate the various information systems used for Income Tax, Excise/GST and CPP-UI objections and appeals, and ensure that all the relevant management information required to facilitate decision-making is available.
- **Analyze intake of objections:** Examine reasons for objecting with the Assessment and Collections Branch, and the Verification, Enforcement and Compliance Research Branch of Revenue Canada to ensure optimal practices and techniques are used.
- **Improve productivity of Excise/GST objections and appeals activities:** Increase the average number of completions per FTE by streamlining and harmonizing procedures and systems. For details on actual results, refer to Appendix E in Section III of this document.

F. Administration and Information Technology

1. Objective

To provide executive direction, information technology, and financial, administration and human resource services necessary to administer the law uniformly and economically.

2. Description

To provide executive direction and a range of support and central services to the other Activities. These include electronic data processing and information technology, internal audit and program evaluation, financial management, resource management, office systems, security, human resources, training, laboratory and legal services.

3. Resource Summary

Figure 40: Activity Resource Summary

(thousands of dollars)	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Administration and Information Technology	658,437	605,503	591,938	568,437	547,465
FTE	7,106	6,636	6,233	5,900	5,657

4. Future Plans and Priorities

- Develop corporate strategies to improve all aspects of service delivery and develop client-focused standards for services to clients
- Assess the facilities in the Department's custody against operational and program demands (Anti-Smuggling Initiative, shared border management, firearms control, office consolidation) to determine those requiring attention through upgrading or phasing out and, through the long-term facilities plan, address any health and safety deficiencies or operational and program requirements

- Deliver human resource services within the strategic framework for training and development, help clients adjust to change brought about as a result of program review and re-engineering activities and work in close cooperation with managers, staff and the unions on issues of mutual concern such as employment equity, workplace enhancement, and occupational health and safety
- Re-examine the delivery of information technology (IT) services in support of common systems development, including a corporate architecture view, single systems to service multiple programs, a high reuse approach to delivering systems applications, a corporate data warehouse for decision support and a single computing platform
- Expand the use of electronic commerce to ensure faster, more consistent and more efficient delivery of information and transaction processing services to clients
- Streamline Departmental IT activities by evolving to a new style of computing that shares IT infrastructure, data and expertise within the Department and with other departments through initiatives like the Business Number initiative. A common IT infrastructure will improve the quality and reduce the cost of providing adaptable and effective support for service delivery

5. Performance Information

The following measurements indicate the Department's strategic achievements as a result of technological applications:

- 10,000 electronic commerce capable businesses transfer data electronically to Revenue Canada, thereby benefiting from a reduced average turnaround time per application; and
- 790,000 business numbers have been issued to date thereby simplifying the burden of compliance. This number is expected to increase to 1,000,000 by the end of 1995-96 and to 2,000,000 by the end of 1997-98.

Figure 41 captures the relativity of the Administration and Information Technology Activity full-time equivalents to that of the total Department.

Figure 41: Administration and Information Technology Activity as a Percentage of Departmental Total

(Full-Time Equivalents)	Estimates 1994-95	Estimates 1995-96	Estimates 1996-97	Planned 1997-98	Planned 1998-99
Total Activity FTE	7,106	6,636	6,233	5,900	5,657
Total Department FTE	40,110	39,299	38,539	37,048	36,371
Total Activity FTE as a Percentage of Total Department FTE	17.7%	16.9%	16.2%	15.9%	15.6%

Section III

Supplementary Information

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Section III

Supplementary Information

A. Profile of Program Resources

1. Organization

Activity Structure: The National Revenue program is divided into seven Activities which reflect the processes undertaken by the Department to fulfill its mandate. For the purposes of internal planning and resourcing, the Assistance to Clients and Assessment of Returns activity is broken out into two sub-activities.

Organization Structure: The Department reports to Parliament through the Minister of National Revenue.

- **Headquarters Program Branches:** are responsible for the development of policy, programs and procedures and provide functional guidance and direction.
 - The *Policy and Legislation Branch*: legislative development, interpretation and remission administration; international and intergovernmental relations; and the registration of charities and deferred income plans.
 - The *Assessment and Collections Branch*: tax services such as client assistance, registration, assessment, accounting, collection, the Child Tax Benefit (CTB) and the Goods and Services Tax Credit (GSTC).
 - The *Customs Border Services Branch*: border services including the full range of facilitation, inspection, detention, collection and enforcement activities at all ports of entry.
 - The *Trade Administration Branch*: trade policy administration including multilateral and regional trade policy agreements, other trade policy instruments and duties relief programs.
 - The *Verification, Enforcement and Compliance Research Branch*: ensuring compliance with Excise, GST and Income Tax legislation including international transactions and non-residents.
 - The *Appeals Branch*: resolution of disputes relative to Excise, GST and Income Tax, Canada Pension Plan, and Unemployment Insurance legislation.

- **Regional Operations:** are responsible for the delivery of Customs Border, Trade Administration and Tax Services in the Atlantic, Quebec, Northern Ontario, Southern Ontario, Prairies and Pacific regions.
- **Corporate Services Branches:** provide the necessary support for program delivery.
 - The *Communications Branch*: communications research, planning, advice, guidance and services.
 - The *Finance and Administration Branch*: finance, administration, security, resource and corporate information management, real property management, publishing of departmental documents including forms and guides, and laboratory and scientific services.
 - The *Human Resources Branch*: staffing, executive services, organization, classification, official languages, employment equity, staff relations, employee assistance, training and development, pay and benefits, and human resources planning.
 - The *Information Technology Branch*: information technology (IT) strategy, management and operation of the network and computing infrastructure, and development of systems.
 - The *Corporate Affairs Branch*: corporate horizontal issues, employee and organizational renewal initiatives and client service quality strategies, ministerial correspondence, Access to Information and Privacy, parliamentary liaison, program evaluation and internal audit services.
 - The *Legal Services Branch*: counsel and legal advisory services, and coordination of Justice Canada services to the Department.

The distribution of resources by Organization and Activity is shown in Figure 42, before the application of Revenues Credited to the Vote.

Organizational Structure of Revenue Canada

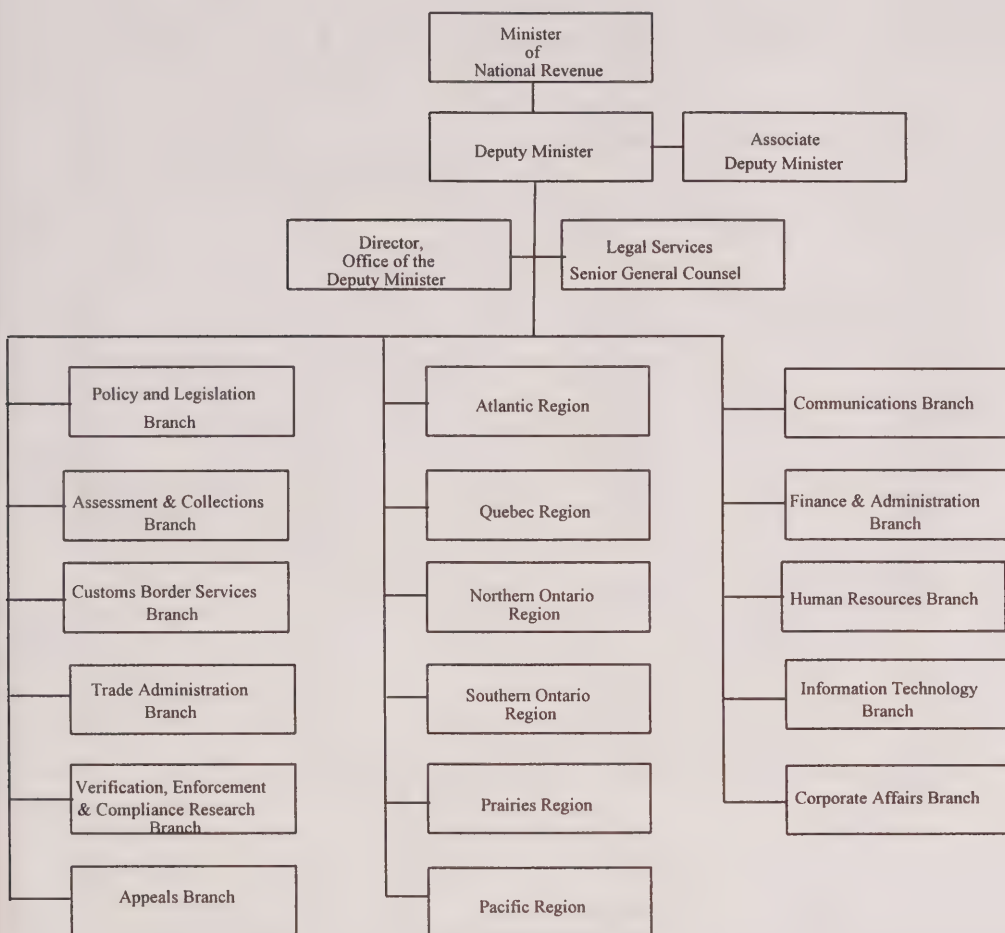


Figure 42: 1996-97 Resources by Organization and Activity

		Assistance to Clients and Assessment of Returns	Customs Border and Trade Administration Services	Verification and Enforcement	Revenue Collections	Appeals	Administration and Information Technology	Organization Total
Minister's Office	FTE \$000's						7 1,608	7 1,608
Deputy Minister's Office	FTE \$000's						13 1,132	13 1,132
ADM, Policy and Legislation Branch	FTE \$000's	987 59,612					987 59,612	987 59,612
ADM, Assessment and Collections Branch	FTE \$000's	8,754 458,445			5,078 213,635		59 6,575	13,891 678,655
ADM, Customs Border Services Branch	FTE \$000's		7,031 345,106					7,031 345,106
ADM, Trade Administration Branch	FTE \$000's		548 33,323					548 33,323
ADM, Verification, Enforcement, Compliance and Research Branch	FTE \$000's			8,177 462,631			6 663	8,183 463,294
ADM, Appeals Branch	FTE \$000's				1,071 58,292			1,071 58,292
6 ADMs, Regional Operations	FTE \$000's						237 26,714	237 26,714
DG, Communications Branch	FTE \$000's	120 9,361						120 9,361
ADM, Finance and Administration Branch	FTE \$000's	540 92,196					2,626 270,874	3,166 363,070
ADM, Human Resources Branch	FTE \$000's						1,344 72,280	1,344 72,280
ADM, Information and Technology Branch	FTE \$000's						1,634 189,036	1,634 189,036
DG, Corporate Affairs Branch	FTE \$000's						287 21,930	287 21,930
Legal Services Branch	FTE \$000's						20 1,126	20 1,126
Activity Totals	FTE \$000's	10,401 619,614	7,579 378,429	8,177 462,631	5,078 213,635	1,071 58,292	6,233 591,938	38,539 2,324,539

2. Financial Requirements by Object

Figure 43: Details of Financial Requirements by Object

(thousands of dollars)	Estimates 1996-97	Estimates 1995-96	Estimates 1994-95	Actual 1994-95
Personnel				
Salaries and wages	1,536,423	1,535,350	1,559,238	1,601,109
Contributions to employee benefit plans	222,783	199,596	202,699	202,699
Minister's Salary and Motor Car Allowance	49	49	49	49
	1,759,255	1,734,995	1,761,986	1,803,857
Goods and services				
Travel	28,028	28,895	35,370	46,885
Postage	57,351	56,473	66,270	48,526
Other communications and transportation	58,469	53,531	71,605	63,525
Information	47,368	39,804	41,242	37,859
Professional and special services	93,284	100,672	98,974	117,987
Rentals	14,879	14,111	16,662	12,964
Purchased repair and maintenance	35,640	32,466	42,740	49,180
Utilities, materials and supplies	31,842	31,075	36,002	37,914
Other subsidies and payments	1,073	1,776	521	1,027
	367,934	358,803	409,386	415,867
Capital				
Controlled Capital ¹	12,277	9,288	6,700	2,323
Minor Capital ²	50,323	53,786	55,946	65,205
	62,600	63,074	62,646	67,528
Transfer payments				
Grants (statutory payments)	42,000	-	-	-
Contributions	92,750	94,417	75,165	101,276
	134,750	94,417	75,165	101,276
Gross Expenditures	2,324,539	2,251,289	2,309,183	2,388,528
Less: Revenues credited to the Vote	(120,317)	(114,291)	(102,011)	(102,295)
Net Expenditures	2,204,222	2,136,998	2,207,172	2,286,233

- 1- Controlled capital contains budgetary expenditures for investment in: the acquisition of land, buildings and engineering structures and works; the acquisition or creation of other capital assets considered essential to ongoing program delivery; and major alterations, modifications or renovations that extend the use of capital assets or change their performance or capability.
- 2- Minor capital is the residual after the amount of controlled capital has been established. In accordance with the Operating Budget principles, these resources would be interchangeable with Personnel and Goods and Services expenditures.

3. Personnel Requirements

Figure 44: Details of Human Resources Requirements ¹

Employment Category	Full-Time Equivalents (FTE) ²			Current Salary Range	1996-97 Average Salary Provision
	Estimates 1996-97	Estimates 1995-96	Estimates 1994-95		
OIC Appointments ³	2	2	1	45,600 - 170,500	-
Executive	262	262	265	63,300 - 128,900	82,363
Scientific and Professional					
Auditing	5,747	5,478	5,266	35,105 - 79,153	51,264
Other Groups	137	136	131	19,270 - 92,942	53,898
Total	5,884	5,614	5,397	19,270 - 92,942	51,325
Administrative and Foreign Service					
Program Administration	16,309	16,560	16,361	17,994 - 75,002	39,352
Other Groups	3,970	4,110	4,060	15,981 - 79,497	46,402
Total	20,279	20,670	20,421	15,981 - 79,497	40,732
Technical	144	152	162	16,608 - 75,927	46,535
Administrative Support					
Clerical and Regulatory	9,439	10,009	10,976	16,999 - 41,724	27,073
Other Groups	1,687	1,714	1,880	16,648 - 48,804	26,261
Total	11,126	11,723	12,856	16,648 - 48,804	26,950
Operational	375	404	435	17,489 - 71,129	27,168
Other	467	472	573	-	-
Total FTE	38,539	39,299	40,110	-	-

¹ In addition to Employment Category information, a further break-out by individual group is provided where there are significant numbers involved, i.e., 10% or more of the larger categories.

² Full-time equivalent (FTE) is a measure of human resource consumption based on average levels of employment. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work. FTEs are not subject to Treasury Board control but are disclosed in Part III of the Estimates in support of personnel expenditure requirements specified in the Estimates.

³ Includes DM and Governor in Council appointments.

Note: The current salary range column displays the salary ranges for each category and applicable group. The average salary provision column reflects the estimated base salary costs including allowance for collective agreements, annual increments, promotions and merit pay. Year-to-year comparison of averages may be affected by changes in the distribution of the components underlying the calculations.

4. Capital Expenditures

Figure 45: Distribution of Major Capital Expenditures ¹

(thousands of dollars)	Estimates 1996-97	Estimates 1995-96	Estimates 1994-95
New Facilities Projects	8,728	6,258	2,915
Existing Facilities	3,549	3,030	3,785
Total Activity	12,277	9,288	6,700

¹ Major Capital is included within Activity 6 (Administration and Information Technology).

Figure 46: Details of Major Capital Projects ¹

(thousands of dollars)	Previously Estimated Total Cost ²	Currently Estimated Total Cost ³	Forecast to March 31, 1996 ⁴	Estimates 1996-97	Future Years' Requirements
New Facilities Projects					
Saint-Bernard-de-Lacolle, Que.	19,882	18,687	4,454	8,589	5,644
Pigeon River, Ontario	3,800	3,607	3,468	139	
Existing Facilities Projects					
Facilities Improvements - ASI	1,765	1,765	1,765		
Health and Safety Projects			1,500	1,500	1,500
Other Projects				2,049	
Total Spending Planned for Major Capital Projects				12,277	

¹ Major Capital is included within Activity 6 (Administration and Information Technology).

² Includes 7% GST.

³ Excludes 7% GST.

⁴ Total Spending (all years) to March 31, 1996.

5. Transfer Payments

Transfer Payments make up about 5.8% of the Program's 1996-97 Main Estimates.

- Grants represent the statutory payments for the Children's Special Allowance program. An Order in Council (P.C. 1995-342) was signed on February 28, 1995 authorizing the transfer of responsibility effective August 28, 1995 for these payments to Revenue Canada from Human Resource Development Canada.
- Contributions are payments to the province of Quebec in respect of the joint administration costs of federal and provincial sales taxes.

Figure 47: Transfer Payments

(thousands of dollars)	Estimates 1996-97	Estimates 1995-96	Estimates 1994-95
Grants			
Children's Special Allowance payments	42,000	-	-
Contributions			
GST Quebec	92,750	94,417	75,165
	134,750	94,417	75,165

6. Non-Tax Revenues

Non-tax revenues include revenues credited to the Vote and receipts credited to the Consolidated Revenue Fund. Figure 48 provides details on the sources of non-tax revenue.

Revenues Credited to the Vote: These revenues include amounts which are recoverable from the Canada Pension Plan account for administering Part I of the *Canada Pension Plan* and from the Unemployment Insurance account for administering Parts III and VII of the *Unemployment Insurance Act*.

Receipts Credited to the Consolidated Revenue Fund (CRF): The major sources of receipts to the CRF are Customs seizures, Income Tax fines and forfeitures, provincial tax credit administration fees, Customs special service fees, and Duty Free shop revenues.

Beginning in 1995-96, the employee benefit plan contributions component of amounts recovered from the Canada Pension Plan account and the Unemployment Insurance account will also be credited to the CRF. In prior years, these recoveries were credited to the Department's Operating Vote.

Figure 48: Revenue Analysis

(thousands of dollars)	Estimates 1996-97	Estimates 1995-96	Actual 1994-95
Revenues credited to the Vote			
Canada Pension Plan	51,163	50,499	55,829
Unemployment Insurance	69,154	63,792	46,466
Total Revenues Credited to the Vote	120,317	114,291	102,295
Receipts credited to the Consolidated Revenue Fund (non-tax revenue)			
Refunds of previous years' expenditures--			
Refunds of previous years' expenditures	-	-	2,229
Adjustment to Payables at Year-End	-	-	20,943
Return on investments--			
Rental of Public Building and Property	388	421	355
Rental of Parking Space	234	252	216
Privileges, Licences and Permits--			
Customs Brokers' Licence Fees	450	466	585
Services and Service Fees--			
Advance Income Tax Rulings	1,900	2,228	1,636
Administration of Provincial Tax Credits	10,877	9,950	-
Customs Bonded Warehouse Fees	700	700	916
Customs Special Service Fees	1,600	2,300	1,636
Other Direct Charges	7,900	7,874	8,599
Proceeds from Sales--			
Sale of Unclaimed Goods, Seals, etc.	2,200	2,140	1,316
Other, Proceeds from Sales	1,250	1,221	841
Other Non-Tax Revenue--			
Income Tax Fines and Forfeitures	7,700	7,638	4,686
Customs Seizures	16,600	16,599	12,448
Recovered Employee Benefit Plan Contributions	17,524	16,604	
Duty Free Shops	3,600	3,600	2,896
Other	7,600	7,523	6,728
Total Receipts credited to the Consolidated Revenue Fund	80,523	79,516	66,030 ¹
Total	200,840	193,807	168,325

¹ Does not include \$9,531,795.78 for the Administration of Provincial Tax Credits during 1994-95, which was received after the close of the fiscal year. This amount will be reported in the 1995-96 Public accounts.

7. Net Cost of Program

The Estimates of the Program only include expenditures to be charged to the Program's voted and statutory authorities. Other cost items, as well as revenue, need to be taken into account to arrive at the net cost of the Program. Details are provided in Figure 49.

Figure 49: Estimated Net Cost of Program for 1996-97

(thousands of dollars)		Estimates 1996-97	Estimates 1995-96	Estimates 1994-95
Main Estimates (Gross)		2,324,539	2,251,289	2,309,183
Services received without charge				
Accommodation	- from Department of Public Works and Government Services	171,559	172,201	165,897
	- from Transport Canada	5,294	4,951	6,911
Cheque issue	- from Department of Public Works and Government Services	4,617	4,435	4,673
Employer's share of employee benefit costs and insurance premiums	- from Treasury Board Secretariat	89,113	87,515	90,969
Employee compensation payments	- from Department of Human Resources Development	2,632	2,663	3,418
Legal Services	- from Department of Justice	2,055	2,061	1,980
Total Services received without charge		275,270	273,826	273,848
Total program cost		2,599,809	2,525,115	2,583,031
Less: Revenues (Including Revenues credited to the Vote and Receipts credited to the Consolidated Revenue Fund) ¹		200,840	193,807	199,594
Estimated net program cost		2,398,969	2,331,308	2,383,437

¹ See Figure 48 for details.

B. Performance Report

1. Current Year (1995-96) Update

a. Key Achievements and Planned Results: Collectively, all of Revenue Canada's initiatives undertaken in 1995-96 demonstrated the Department's commitment to:

- contributing to government priorities;
- maintaining the integrity of the government revenue base through a responsible mix of facilitation and enforcement activities;
- optimizing the use of resources in an era of budget restraint, reducing overlap and duplication, and reducing the cost of compliance burden to clients; and
- supporting international competitiveness of the Canadian economy and Canadian businesses.

The following are notable examples:

- Program Review: Revenue Canada will meet the Program Review target reduction of \$80 million for 1995-96. Revenue Canada is not a most affected department and, as such, the provisions of the Workforce Adjustment Directive remain in place. It is anticipated that the Department will be successful in placing its affected employees for fiscal year 1995-96. The Department is also contributing to the government-wide effort of placing affected employees through its participation on national and regional joint placement committees.
- CANPASS: Pilots aimed at evolving the CANPASS program to provide service to low risk travellers began in 1995. During the summer of 1995, a pilot of the Private Aircraft program was conducted at select locations in southern Ontario and a pilot of the Private Boat program was implemented in British Columbia. In addition, the Airport program was piloted at Vancouver International Airport in October 1995. The Highway program was expanded from two sites (Douglas, B.C. - May 1991 and Boundary Bay, B.C. - September 1994) to include Pacific Highway and Huntingdon in July of 1995, with Saint-Bernard-de-Lacolle expected to implement a CANPASS lane by the end of fiscal year 1995-96.

- Re-engineering Border and Trade Administration Processes for Commercial Importers (previously reported as New Business Relationship): The Aerospace initiative consists of conducting application tests with six members of Aerospace Industries Association of Canada (Pratt & Whitney, Bombardier Canadair, Canadian Marconi, Héroux, Hawker Siddeley and Menasco). New concepts are being tested in five areas of the Customs commercial process - reporting, release, accounting, adjustment and verification. The tests will be reviewed by March 1996.

The Automotive project re-engineered the reporting, release, accounting, payment and adjustment and verification processes for Chrysler, Ford and General Motors (including CAMI). During 1995-96, the project tested several concepts and principles inherent in the New Business Relationship initiative. The re-engineered processes allow Customs to tap into the electronic inventory tracking systems that exist between the automotive companies and their suppliers.

Expansion of principles/revised procedures (receipt-based process) to other modes and other companies in the automotive sector and other sectors will be explored if satisfactory results are received from the aerospace and automotive industry sectors.

- Electronic Data Interchange (EDI): Revenue Canada has used EDI technology in innovative ways to improve the quality and timeliness of its service to Canadians and to reduce the costs of doing business. Examples of the use of the technology include Electronic Filing (E-File) and the Accelerated Commercial Release Operations Support System (ACROSS).

Reported as an initiative since 1990-91, Electronic Filing (E-File) is an automated, paperless alternative to T1 filing involving the electronic transmission of tax information, via secure communication lines, by tax preparers and other authorized agents. During the 1995 filing season approximately 3.9 million T1 individual returns were filed electronically, representing about 20% of all returns filed by individuals. In addition to E-File, a TELEFILE pilot project was conducted in 1995 in New Brunswick for a group of clients consisting of seniors and credit filers. The pilot allowed these clients to transmit their individual income tax information to Revenue Canada by telephone and will be continued again for 1996 to assess the take-up rate and plan for any future expansion.

The Accelerated Commercial Release Operations Support System (ACROSS), an automated system designed to provide sophisticated targeting capabilities and permit clients to use electronic commerce (EDI) for all modes of transportation and the release program was developed and piloting began in 1994-95. It will be implemented nationally in 1996.

- Service: Developing and monitoring customs service standards is one element of an overall service initiative. Elements of the program initiated during 1995-96 include the development of a staff orientation program to foster and maintain a "Welcome to Canada" service attitude at all times and a public education and information strategy for the provision of accurate and timely information to clients which can be conveniently accessed in the automated or non-automated media. Additional key and interrelated elements of this initiative include those aimed at the special needs of small business, a conventions strategy to promote and facilitate the entry and departure of foreign conventions, and a client problem resolution process.
- North American Free Trade Agreement (NAFTA) Prototype: Through the NAFTA Prototype (described earlier on page 31), a strong partnership has been created which is made up of three administrations (Customs, Immigration and Transport - Federal and Provincial/State) and the private sector from Canada, U.S. and Mexico. This partnership has been very successful in the completion of a detailed system design, and the establishment of common data elements.

The NAFTA Prototype will be developed, tested and evaluated in 1996. It is envisioned that once the Prototype is evaluated, concepts that have proven to be successful will be incorporated into the mainstream systems of all three customs administrations.

- Joint Service Initiatives: A pilot test of a partnership initiative with Agriculture and Agri-Food Canada, to determine the feasibility of improving the level of compliance of commercial agricultural imports with Canadian legislation through enhanced services provided by Revenue Canada at the border, was launched in two phases at four border sites during 1995. An evaluation of the pilot will be undertaken in 1996 to determine whether national implementation is appropriate.

The two departments also signed a memorandum of understanding (MOU) agreeing that Revenue Canada will audit 400 farm cases each year for the administration of the *Farm Income Protection Act*. Revenue auditors will audit Net Income Stabilization Account (NISA) participants for both income tax and NISA purposes (concurrent audits) and perform stand-alone NISA audits in 1995-96. Once completed, the NISA portion of the audit will be transmitted to Agriculture and Agri-Food Canada for final communication with clients and any required NISA adjustments. Revenue Canada also agreed to data-capture the NISA forms for 1994 and plans to do so again for the 1995 forms.

Under the Points of Entry Re-engineering Initiative, Revenue Canada and Citizenship and Immigration Canada have undertaken an in-depth review of the traveller inspection activities that are conducted at points of entry by both departments.

This review has identified both commonalities and areas for greater efficiencies within current programs. The findings of this review and a series of proposed recommendations are outlined in a draft report which is under consideration by the executive managers of each department. Following approval, a strategy to re-engineer the delivery of traveller inspection programs at points of entry to Canada will be developed in 1996.

- Registered Pension Plan Harmonization: Revenue Canada is working with provincial pension benefit standard regulators to harmonize the filing of an integrated annual information return. Plan administrators in five participating provinces accounting for 65 percent of the registered pension plans in Canada are now able to file only one return with the provincial regulator to satisfy both Revenue Canada and provincial requirements. These regulators have also adopted a single identification number for registered pension plans. All other provinces are also developing integrated returns and are expected to participate in this initiative before 1998. This initiative has improved client service by eliminating duplication and reducing the paper burden and costs.
- Bill C-102: The ministers of Finance and National Revenue introduced Bill C-102 to amend the *Customs Tariff* and the *Customs Act*, consolidating the three major duties relief and deferral programs into the *Customs Tariff*. The new Duty Deferral Program streamlines and enhances these programs, reducing paperwork and providing additional cash-flow benefits for users by providing relief at the time of importation

rather than via refund or drawback mechanisms. This initiative resulted from a thorough review of certain departmental operations and the needs of the Department's clients. Revenue Canada has implemented an active program of public information to ensure the smooth implementation of these changes. Bill C-102 received Royal Assent on December 5, 1995.

- Non-Resident Withholding Recovery Taxes: As first reported in the 1995-96 Expenditure Plan, the Government has proposed amendments to the *Income Tax Act* to extend the 25% non-resident withholding tax to Old Age Security (OAS) and Canada Pension Plan (CPP)/Quebec Pension Plan (QPP) benefits paid to non-residents, effective January 1996. The February 1995 Federal Budget proposed a further amendment to the *Income Tax Act* that would require every non-resident beneficiary of OAS to file a return of income by April 30, 1996. The return of income will be used to establish a withholding amount beginning July 1, 1996 and determine the final tax liability on OAS benefits. Non-resident pensioners receiving OAS payments whose world income is in excess of \$53,215 will also be subject to an OAS recovery tax.
- International Tax Advisor System: The computer-based expert system known as the International Tax Advisory System (ITAS) is comprised of three modules, namely: the Residency Determination Advisor (RDA) system is fully operational and is designed to assist program officers in resolving questions concerning clients' residency status for tax purposes; the Treaty Administration Consultation (TAC) system which will assist officers in responding to queries relating to tax treaties; and the Waiver on Withholding (WOW) system which is to be used as a decision-making tool in the completion of waiver determinations. In October 1994, the RDA component of ITAS was awarded a gold medal at the Second Annual Celebration of Information Management Excellence in the Federal Government. Version I of WOW is in the implementation stage with completion expected by end of 1996. Version II of WOW will be developed over the next fiscal year and will include a database component made available to all Tax Services Offices.
- Consultation Framework: In 1995-96, Revenue Canada implemented a Framework to govern its consultation activities throughout the Department and to provide a focal point where consultation results can be considered from a corporate perspective and built into the departmental decision making process.

Key outputs from the Framework are improved coordination and preparation for consultation meetings, more consistent reporting of results, and more client-focused policies, programs and service delivery.

- Customs Firearms Initiative: Revenue Canada is committed to the Government's gun control program. The Department continues to work closely with its federal and provincial partners in the drafting of policy and regulations and on the development of the infrastructure and delivery mechanisms for the firearms legislation. The Canadian Firearms Registration System (CFRS) proposed as part of Bill-C-68, will place additional pressures on departmental resources as Revenue Canada will have to register all transactions related to the import and export movements of firearms in the travellers and commercial streams.

Revenue Canada continues to maintain and monitor the enhanced controls, implemented in the summer of 1994, on the importation and in-transit movements of firearms. These controls ensure that legitimate importations do not become lost or stolen prior to arrival at their destination. All importations of firearms continue to be examined at the border and all inland movements are monitored by customs.

The Department is taking steps to increase cooperation with the RCMP and other enforcement agencies on information sharing and intelligence gathering at the national and provincial levels as demonstrated by our involvement in the National Working Group on the Illegal Movement of Firearms (NKGIMF) and the Ontario Provincial Weapons Enforcement Unit (PWEU).

b. Explanation of Change

Figure 50: 1995-96 Estimates to 1995-96 Forecast

	1995-96 Estimates to 1995-96 Forecast
	<u>\$ Millions</u>
1995-96 Estimates	<u>2,137.0</u>
<ul style="list-style-type: none">Planned Carry-forward resources from 1994-95 to fund such items as workforce adjustment payments related to downsizing; completion of Anti-Smuggling Initiatives (ASI) work carried over from 1994-95; completion of mainframe upgrades; data centre optimization; completion of Pigeon River; laptop equipment for auditors; expansion of Primary Automated Look-out System (PALS) offset by an additional \$10 million reduction announced in the February 1995 Budget related to Program Review - Phase I	41.9
<ul style="list-style-type: none">Major Capital carry-forward from 1994-95	.3
<ul style="list-style-type: none">The statutory payment amount associated with the transfer of responsibility and authority from Human Resources Development Canada (HRDC) for the Children's Special Allowance (CSA) program	41.0
<ul style="list-style-type: none">Transfer of administration costs associated with the eligibility component of the Child Tax Benefit (CTB) program and the Children's Special Allowance (CSA) program to Revenue Canada from Human Resource Development Canada	6.0
<ul style="list-style-type: none">To implement measures announced in the February 1995 Budget such as:<ul style="list-style-type: none">Construction Industry ReportingEliminate deferral of tax on business incomeCorporate Tax Rate Change/Interest Rate changePension, RRSP & Retirement Allowance changesForeign Investment AuditNon-Resident Old Age SecurityScientific Research & Experimental DevelopmentCanadian Film CreditTax Avoidance	<u>17.2</u>
<ul style="list-style-type: none">To offset cost increases in paper, printing and postage	9.0
<ul style="list-style-type: none">Miscellaneous: adjustments to funding levels for other approved initiatives	<u>2.4</u>
Increases/(Decreases)	<u>117.8</u>
1995-96 Forecast	<u>2,254.8</u>

2. Use of 1994-95 Authorities - Volume II of the Public Accounts

Vote	(dollars)	Main Estimates	Total Available for Use	Actual Use
National Revenue				
Customs and Excise				
1	Operating expenditures	747,631,000	810,296,772	789,719,647
5	Capital expenditures	24,195,000	28,804,000	23,378,182
10	Contributions	75,165,000	101,162,000	101,162,000
(S)	Minister of National Revenue - Salary and motor car allowance	48,645	48,645	48,645
(S)	Contributions to employee benefit plans	75,057,000	75,057,000	75,057,000
(S)	Spending of proceeds from the disposal of surplus Crown assets		497,826	257,752
(S)	Court Awards		414,824	414,824
Total Program - Budgetary		922,096,645	1,016,281,067	990,038,050
Taxation				
15	Operating expenditures	1,118,982,000	1,124,790,228	1,123,523,604
20	Capital expenditures	38,451,000	57,451,000	44,018,531
(S)	Contributions to employee benefit plans	127,642,000	127,642,000	127,642,000
(S)	Spending of proceeds from the disposal of surplus Crown assets		195,461	99,658
(S)	Court Awards		911,407	911,407
Total Program - Budgetary		1,285,075,000	1,310,990,096	1,296,195,200
Total Ministry - Budgetary		2,207,171,645	2,327,271,163	2,286,233,250

a. Major Accomplishments (1994-95)

- Administrative Consolidation: Bill C-2, an Act to amend the *Department of National Revenue Act*, permitting the administrative consolidation of the two former departments of Customs and Excise, and Taxation, received Royal Assent on May 12, 1994. The legislation paved the way for Revenue Canada to build a unified organization to deliver the mandates of its two originating departments.
- North American Free Trade Agreement (NAFTA): NAFTA came into effect on January 1, 1994 establishing a preferential trading area between Canada, the United States and Mexico for originating goods. It brought about new provisions for uniform trilateral customs regulations, advance binding customs decisions, extended appeal rights and clearer qualifying origin rules to facilitate the movement of goods and services between the three countries. Tariffs on originating goods will be phased out over the next ten years. To administer these provisions, Revenue Canada developed a number of new or revised delivery programs for its clients and stakeholders.
- Targeting the Underground Economy: Special audit teams have been established to identify where unreported or under-reported income exists. These measures will target the cash economy and non-filers in many business sectors, particularly the construction, jewellery, hospitality, home renovations, car repairs and other service sectors.

The Department has stepped up exchanges of information and is working more closely with provinces and client associations to better target and improve the effectiveness of enforcement actions.

During 1994-95, enhanced cooperation agreements have been entered into with all provinces in a cooperative effort to fight underground economy activity, tax evasion and smuggling. Many initiatives such as exchanging information, providing lists of databases and sharing costs of initiatives are becoming common practice. Joint audits and joint consultations are being conducted and audit strategies and training material and expertise are also being shared. Specific initiatives directed at the underground economy resulted in \$723 million in additional tax assessed.

As of June 30th 1995, more than 300 local businesses, union and professional organizations were consulted. National strategies are now being developed with national industry associations in both the construction sector and the hospitality and service sectors.

Several articles have been published in trade magazines such as the Pharmacy News and the Siding, Windows and Remodelling Magazine as well as in professional magazines such as the CGA (Certified General Accountants) and CMA (Certified Management Accountants) magazines.

Tax convictions have been consistently publicized in order to deter non-compliance and encourage voluntary disclosures.

Community visits have been conducted in several cities across Canada. During a visit, team members go to a specific location, and drop by each business. The aim is to raise the Department's visibility in the community and provide a service to clients by answering their questions and providing information on the Business Number initiative. Members also survey compliance levels by identifying non-registrants, non-filers, and people not registered for payroll deductions.

- Anti-Smuggling Initiatives: In response to the Government's February 8, 1994 announcement on anti-smuggling initiatives, Revenue Canada has moved quickly to operationalize its part of the strategy. Revenue Canada has augmented its front line Customs enforcement by some 350 full-time equivalents, including Flexible Response Teams, and intelligence analysts, in order to increase examination coverage by some 25 percent. The strategy provides for the increased use of automated support such as the Primary Automated Lookout System (PALS) and the Integrated Customs Enforcement System (ICES), and detection equipment such as X-rays and Ionscans, to assist Customs officers to detect and interdict contraband.

In a related initiative, Revenue Canada and six other federal government departments have joined forces on the Canada Drug Strategy to combat drug smuggling and reduce the harmful effects of substance abuse on individuals, families and communities; to develop and deliver practical and reliable aids (including contraband-detection kits and specimen-isolation units); and to provide enhanced drug enforcement training to field personnel for the interdiction of contraband.

- Uruguay Round - GATT 1994: The *World Trade Organization Agreement Implementation Act* came into effect January 1, 1995. This Act implemented Canada's obligations under the GATT 1994 Agreement. Customs duties on a wide range of industrial and resource products are being reduced and eliminated over a period of five to ten years. Revenue Canada instituted an active program of public information to ensure a smooth implementation of the tariff aspects of the Agreement for the business community.
- Electronic Imaging of Tax Records: On October 31, 1994, the Minister of National Revenue announced that Revenue Canada had approved electronic imaging technology as a way for business to keep books and records for tax purposes. This initiative will assist the business community by reducing the burden and cost of compliance, and thereby help Canadian businesses be more competitive. Storing financial records using devices such as optical disks (CD-ROM) is less expensive than paper and is more environmentally friendly.
- Elimination of the Capital Gains Exemption: In the February 22, 1994 Federal Budget, the Minister of Finance announced the elimination of the \$100,000 Lifetime Capital Gains Exemption. Under this legislative amendment, capital gains that had accrued up to Budget day would continue to be eligible for the exemption. To claim the exemption for the eligible portion of the accrued gains, however, individuals were required to file an election with their 1994 tax returns. This one-time transitional election affected a large number of clients, involving approximately 1.5 million additional claims.
- Business Number: In May 1994, Revenue Canada introduced a pilot registration system to provide a single registration number to replace the multiple account numbers currently required by businesses to deal with the Department's four major programs: Customs Import/Export, Payroll Source Deductions, Corporate Income Tax, and the GST. Based on the experience of the pilot, the Business Number was implemented nationally in phases starting with the Atlantic Region in February 1995 followed by the Prairies, British Columbia and the Territories, Quebec, and finally Ontario in April 1995. It is anticipated that in the future, with the participation of other Government departments, both federal and provincial, the Business Number will provide access to a broad range of services.

- Joint Services Initiative: A joint initiative with Agriculture and Agri-Food Canada, to determine the feasibility of improving the level of compliance of commercial agricultural imports with Canadian legislation through enhanced services provided by Revenue Canada at the border, was launched in 1994-95.
- Automated Customs Information System (ACIS): ACIS is a telephone service that provides callers with information on a variety of pre-recorded Customs-related topics 24 hours a day. The system was implemented in 1993 and is available at 12 locations across Canada. A toll-free service was piloted during 1994-95 for callers outside the current ACIS calling locations. Enhancements to the system included expansion of exchange rate information availability from five to 31 days, implementation of a special message box and a postal imports inquiry line, and the development of an information trunk for information relating to the General Agreement on Tariffs and Trade (GATT).
- CANPASS: Originally known as the Peace Arch Crossing Entry (PACE) system as a pilot initiative at Douglas, B.C., a major overhaul of the automated system to accommodate the expansion from the pilot to a national CANPASS system was effected in 1994-95.
- Federal-Provincial Agreements: During 1994-95, the Department began collecting, on behalf of New Brunswick, Manitoba and Quebec, provincial sales tax (PST) and tobacco taxes on non-commercial importations entering Canada through the postal, and courier/carrier streams.

In addition, the Department began collecting, on behalf of Quebec, provincial liquor mark-ups and specific liquor tax on non-commercial importations of liquor entering into the province through the traveller stream.

The Department also began collecting, on behalf of New Brunswick and Manitoba, provincial liquor mark-ups on non-commercial importations of liquor entering into these provinces through the courier/carrier streams.

b. Explanation of Change

Figure 51: 1994-95 Estimates to 1994-95 Actual Expenditures

	1994-95 Estimates to 1994-95 Actual
	<u>\$ Millions</u>
1994-95 Estimates	<u>2,207.2</u>
● Carry-forward resources from 1993-94 to support Departmental initiatives such as NAFTA implementation and customs support to Windsor Casino (\$13.6 million), Enhanced Collection efforts (\$6.0 million), Increased Audits and follow-up on Non-filers (\$16.5 million), Increased workload due to elimination of Capital Gains Exemption (\$6.8 million), and technological infrastructure support (\$16.1 million)	58.5
● To undertake a series of initiatives in support of Government's efforts to combat smuggling of tobacco products, alcohol, drugs and weapons	41.5
● An increase in contributions to the province of Quebec for the joint administration of federal and provincial sales taxes	26.0
● February 1994 Federal Budget reduction due to salary increment freeze	(6.2)
● Miscellaneous: Planned lapses, major capital carry-forward and minor adjustment to funding levels for approved initiatives	<u>(40.8)</u>
Increases/(Decreases)	<u>79.0</u>
1994-95 Actual Expenditures	<u>2,286.2</u>

c. Program/Activity Structure Crosswalk

While the 1994-95 Actuals and Main Estimates figures contained herein agree, in total, with the information found in the 1994-95 Public Accounts for National Revenue, the Activity distribution has been restated on the basis of approved changes to the Department's Operational Planning Framework. The Program and Activity Structure Crosswalk provides a comparison between the new and the previous program structure.

Figure 52: 1994-95 Main Estimates Crosswalk (Thousands of Dollars)

New Structure - National Revenue Program						
Previous Structure	Assistance to Clients and Assessment of Returns	Customs Border and Trade Administration Services	Verification and Enforcement	Revenue Collections	Administration and Information Technology	Total Actual
Taxation Program						
Assistance to Taxpayers and Assessment of Returns	425,072					420,020
Post-Assessing Compliance Programs			307,048			315,357
Revenue Collections			22,404	200,014		227,743
Appeals				49,069		46,643
Administration and EDP Services					383,479	388,727
Total	425,072	-	329,452	200,014	383,479	1,398,490
Customs and Excise Program						
Excise	149,126		98,840	4,771	86,331	390,425
Customs		380,005		10,133	63,109	459,518
Corporate Administration	4,264				125,518	140,095
Total	153,390	380,005	98,840	4,771	274,958	990,038
Revenues Credited to the Vote						(102,295)
Total Department	578,462	380,005	428,292	204,785	658,437	2,286,233

Figure 53: 1994-95 Main Estimates Crosswalk (Full-Time Equivalents)

New Structure - National Revenue Program						
Previous Structure	Assistance to Clients and Assessment of Returns	Customs Border and Trade Administration Services	Verification and Enforcement	Revenue Collections	Appeals	Administration and Information Technology
Taxation Program						
Assistance to Taxpayers and Assessment of Returns	9,637		5,438			9,637
Post-Assessing Compliance Programs			551			5,438
Revenue Collections				4,785		5,336
Appeals					912	912
Administration and EDP Services						4,711
Total	9,637	-	5,989	4,785	912	26,034
Customs and Excise Program						
Excise	2,185		1,800		178	316
Customs		7,469				865
Corporate Administration	49					1,214
Total	2,234	7,469	1,800	-	178	2,395
Total Department	11,871	7,469	7,789	4,785	1,090	40,110

3. Program Effectiveness

The range and scope of Revenue Canada's reviews enhance management's ability to address high level risks and program challenges in order to ensure the efficient and effective program delivery and to maintain high quality service standards. The following highlights some of the more significant reviews and initiatives:

- Business Number Review: A detailed review was conducted of the pilot and of early national implementation of a program to replace multiple identification numbers with the Business Number for each client in four of Revenue Canada's major programs. The review focused on identifying and minimizing any risks associated with national implementation of the program. The initial objectives have been successfully achieved.
- Revenue Canada Firearms Control Initiatives: An evaluation framework was developed to monitor and evaluate the effectiveness of the new measures.
- Pacific Region Systems Operations/Systems Support Center: The objectives of this evaluation were to determine the possible benefits of a decentralized system support center and to determine the need for a regional systems support organization. The results of the study have contributed to future re-engineering projects of the Department in the area of information technology.
- GST Sudbury Collection Telephone Bank: This review assessed the success of the pilot and the applicability of lessons learned to other areas of the collections activity. Results of the study showed that early telephone contact with non-compliant registrants had a positive effect by increasing the incidence of compliance within the given testing period.
- GST Visitor Rebate: The primary focus was to examine the assessment activity of the GST Visitor Rebate Program and the impact that various options for selecting claims for assessment would have on the level of revenue risk. The study demonstrated that the level of risk depends primarily on the value of the initial claim and confirmed that the assessment process is cost effective for all but the smallest claims.

- Review of 1994 T1 Returns Processing: The review provided management at the corporate and field levels with information which measured the quality achieved in producing T1 Assessments and processing Taxpayer Requested Adjustments. The review also identified the types of errors being made by both the Department and the client which can be analyzed and considered for program improvement. The process encouraged creativity and improvement in delivering efficient and quality services to our clients.
- Canada Drug Strategy: The study concluded that departmental enforcement initiatives had been increasingly effective, in large part due to the resourcing made available through the Canada Drug Strategy.
- Anti-Smuggling Initiative: An evaluation framework was developed and used to monitor program activities as well as serve as a communication tool for senior management. The related evaluation study will be carried out in 1995-96.
- New Cargo Control Inventory Sampling Procedures: A review was undertaken of a new sampling approach of controlling the movement in Canada of in bond commercial cargo. The review confirmed that cost reduction targets of the program were being met and there was no risk to control over commercial cargo as a result of adopting a sampling approach to cargo inventory control.
- Government Security Policy: The objectives of this review were to assess the extent to which the GSP standards had been implemented within the Department; to identify means towards improving the management of security risks, and to assist in the administrative consolidation of the security function. Overall, the standards were being achieved and areas requiring attention have since been actioned.
- Travellers Processing Review: The objectives of this review were to provide an assessment of the consistency of the application of travellers policies and procedures. A number of best practices were identified during the field visits and brought to management's attention which are serving to generate changes in other regions. Adoption of these practices is likely to improve service to the public and the monitoring of operations.
- Provincial Sales Tax Collection Program (PSTCP) and Traveller's Processing (TEPS) Review: Review activities focused on the processes and systems in place for the calculation, collection, reporting and remittance of revenues to the provinces as well as the processing of refunds and the application of cost recovery provisions. The resulting will improve the administration of the collection programs in the future.

In support of the Department's continuous improvement culture and to maintain the on-going commitment to service excellence, a number of review activities are also underway in the form of evaluation frameworks and the development of service and performance indicators for new initiatives such as CANPASS, Joint Service Initiative with Agriculture and Integrated Customs Enforcement System. In addition, the Department is examining its internal review processes in order that managers at every level of the organization have the performance and assurance information they need for informed decision-making and accountability.

C. Other Information

1. Revenue Collections

Figure 54: Statement of Collections by Revenue Canada During Fiscal Years 1994-95 and 1993-94

Source of Revenue (thousands of dollars)	Gross Collections 1994-95	Refunds, Drawbacks and Credits ¹ 1994-95	Net Collections 1994-95	Net Collections ⁷ 1993-94
Income Taxes				
Individuals ²	131,388,624	18,576,562	112,812,062	105,152,074
Corporations	18,133,851	3,626,163	14,507,688	10,935,242
Non-Residents	1,472,367	32,959	1,439,408	1,270,906
Petroleum and Gas Revenue Tax		25	(25)	(33,520)
Resource Royalties Tax	4,282		4,282	4,829
Miscellaneous ³	372,978	43,424	329,554	320,560
Excise Taxes and Duties				
Goods and Services Tax (GST)	36,660,833	19,929,230	16,731,603	15,640,162
Customs Import Duties	4,289,814	713,041	3,576,773	3,652,515
Sales Tax	1,276	93,428	(92,152)	(61,550)
Motive Fuels	3,817,485	(2,027)	3,819,512	3,667,682
Excise Duties	2,334,638	308	2,334,330	1,872,631
Other Excise Taxes	789,008	127,115	661,893	1,837,560
Other				
Softwood Lumber Products				
Export Charge	110		110	648
Air Transportation Tax	588,807		588,807	530,023
Provincial Sales, Tobacco and				
Alcohol Taxes	8,705		8,705	9,252
Non-Tax Revenue	211,220		211,220	170,601
Total Revenues	200,073,998	43,140,228	156,933,770	144,969,615
Allocation of Revenues Collected:				
Federal				
Income Tax	92,813,357	22,279,133	70,534,224	62,534,337
Goods and Services Tax	36,660,833	19,929,230	16,731,603	15,640,162
Other Taxes, Duties and				
Non-Tax Revenue	12,032,248	931,865	11,100,383	11,669,462
Provincial				
Income Tax ⁴	28,724,832		28,724,832	27,521,776
Other Taxes ⁵	8,815		8,815	9,900
Canada Pension Plan				
Contributions ⁶	10,463,822		10,463,822	8,922,456
Unemployment Insurance				
Premiums ⁶	19,370,091		19,370,091	18,671,522
Total Revenues Allocated	200,073,998	43,140,228	156,933,770	144,969,615

Notes on Figure 54: Statement of Collections by Revenue Canada During Fiscal Years 1994-95 and 1993-94

1. Includes Child Tax Benefit (CTB) payments of \$5,286,295,027 (in 1993-94, CTB payments totalled \$5,195,704,499) and Goods and Services Tax (GST) Credit payments of \$2,815,611,735 (in 1993-94, GST Credit payments totalled \$2,685,232,413).
2. Includes Canada Pension Plan contributions and Unemployment Insurance premiums; Gross Collections in 1994-95 include Employers Remittances of \$112,625,054,000 and Direct Payments of \$18,763,570,000.
3. Includes revenues from trusts and estates and special returns not processed by the normal systems.
4. Provincial Income Tax is allocated from the collection of Individuals' Tax and Corporation Tax.
5. Other Provincial Taxes include sales, tobacco and alcohol taxes, as well as the Softwood Lumber Products Export Charge, collected on behalf of provinces.
6. Canada Pension Plan Contributions and Unemployment Insurance Premiums are allocated from the collection of Individuals' Tax.
7. Net Collections for 1993-94 match the revised figures published in the 1994-95 Public Accounts. The income tax figures differ from those published in the 1993-94 Public Accounts and the 1995-96 Main Estimates because they reflect an adjustment to the allocation of refunds.

Figure 55: Statement of Accounts Receivable at Fiscal Year-End *

Tax Revenue Receivable	March 31, 1995 (\$000)	March 31, 1994 (\$000)
Income Taxes ¹⁻⁻		
Individuals ²	3,853,907	3,581,878
Corporations ³	1,545,285	1,544,966
Scientific Research Tax Credit ⁴	50,720	602,881
Source Deductions ⁵	714,804	704,097
Non-Residents	163,681	148,880
Miscellaneous ⁶	34,404	26,963
Retirement Compensation Arrangement Tax	38	43
Energy Taxes--		
Petroleum and Gas	303	578
Resource Royalty	-	70
GST and Other Excise Taxes and Duties	1,644,335	1,344,116
Customs Duties	295,464	312,720
Total Tax Revenue Receivable	8,302,941	8,267,192
Sundry (Non-Tax Revenue)	214,366	81,102
Total Accounts Receivable ⁷	8,517,307	8,348,294

* Additional information on accounts receivable is provided on pages 107 to 110.

Notes on Figure 55: Statement of Accounts Receivable at Fiscal Year End

1. Excludes amounts under the taxes-in-dispute provisions of Section 225.1(6) of the *Income Tax Act* (\$2,554.3 million at March 31, 1995 and \$2,658.4 million at March 31, 1994).
2. Excludes the prepayment of the Child Tax Benefit (CTB) and the Goods and Services Tax Credit (GSTC).
3. Includes Part VII tax of \$3,209,694 at March 31, 1995 (\$4,892,436 at March 31, 1994) which is refundable when investment tax credits or share-purchase tax credits are earned by the corporation.
4. Represents "returns assessed" under Part VIII of the *Income Tax Act* relating to scientific research project expenditures that have not been accepted as tax credits under SRTC legislation.
5. Includes an estimated amount of Unemployment Insurance premiums of \$127,944,894 at March 31, 1995 and \$126,985,964 at March 31, 1994.
6. Includes taxes and penalties assessed under T3-T4-T5 series of returns.
7. Excludes "unidentified payments". These are funds remitted by taxpayers without the provision of specific taxpayer identification. The funds are placed in Suspense Accounts. The accounts receivable are overstated by an amount which is not determinable. However, it is considered immaterial since the total amount of these Suspense Accounts as of March 31, 1995 was \$7,244,635, and as of March 31, 1994 was \$5,095,716 (Individuals, Source Deductions and Corporations).

C. Other Information (cont'd)

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A. Assistance to Clients and Assessment of Returns

Appendix A-1: Public Enquiries - Income Tax

Enquiries (000's)	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Telephone Enquiries:				
- General ¹	11,404	11,415	10,525	8,468
- Refund	2,548	2,998	4,171	4,000
Counter Enquiries	2,426	2,002	1,889	1,856
Correspondence Enquiries ²	2,080	143	123	119
Total Enquiries	18,458	16,558	16,708	14,443
Associated FTE ³	1,876	1,808	1,966	1,669
Enquiries Handled per FTE	9,839	9,158	8,498	8,654

¹ Reflects increased enquiries related to the Child Tax Benefit program, commencing in 1992-93.

² Reflects a one-time increase in enquiries related to the elimination of the Capital Gains Exemption, effective 1994-95.

³ Associated FTE include overtime.

Appendix A-2: Client Information - GST - Major Outputs

Enquiries (000's)	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Telephone Enquiries	1,870	1,726	1,626	2,883
Written Enquiries	13	12	14	20
Office Interviews	171	175	147	224

Appendix A-3: Income Tax Returns Processed

Returns (000's)	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
T1 Individual Returns Processed	20,720	20,313	19,792	19,604
T2 Corporation Returns Processed	1,053	979	985	950
T3 Trust Returns Processed	155	154	122	136
Special Returns and Requested Approvals Processed	157	157	204	337
Total Returns Processed	22,085	21,603	21,103	21,027
Associated FTE ¹	2,221	2,545	2,696	2,875
Returns Processed Per FTE	9,944	8,488	7,828	7,314

¹ Associated FTE include overtime.

Appendix A-4: GST Registrations/Processing - Major Outputs

Major Outputs (000's)	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Registrant Base	2,032	1,956	1,874	1,779
Returns and Payments	7,500	7,190	6,600	5,557

Appendix A-5: Taxpayer Requested Adjustments by Type

Adjustments (000's)	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
T1 Individual Return Adjustments	2,944	3,371	2,989	3,476
T2 Corporation Return Adjustments	173	218	249	208
T3 Trust Return Adjustments	20	19	17	19
Total Adjustments	3,137	3,608	3,255	3,703
Associated FTE ¹	884	996	1,038	1,031
Adjustments Per FTE	3,549	3,622	3,136	3,592

¹ Associated FTE include overtime.

Appendix A-6: Matching of Returns, Additional Tax Assessed

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Manual and Computer Assisted Matching:				
Returns Reviewed	1,122,988	1,081,000	579,903	511,601
Additional Federal Tax Assessed (\$000)	129,752	137,050	114,705	95,370
Associated FTE ¹	137	224	119	93
Returns Reviewed per FTE	8,197	4,826	4,873	5,501
Add'l Provincial Tax Assessed ² (\$000)	64,900	68,535	57,352	47,684
Fully Automated Matching:				
Returns Reassessed	229,180	252,500	306,712	120,232
Additional Federal Tax Assessed (\$000)	14,020	14,340	15,480	19,722
Add'l Provincial Tax Assessed ² (\$000)	7,015	7,175	7,740	9,861

¹ Associated FTE include overtime.

² Participating provinces only.

B. Customs Border and Trade Administration Services

Appendix B-1: Travellers Statistics

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Travellers Processed	103,831,402	107,847,881	119,872,262	127,785,496
Associated FTE	N/A	2,753	2,871	2,895
Travellers Processed per FTE	N/A	39,175	41,753	44,140
Travellers Referred to Customs Secondary Examinations	5,034,527	2,441,079	5,656,077	6,386,752
%	4.8	2.3	4.7	5.0
Number of Enforcement Actions	116,645	158,731	182,768	198,215
Ratio (%) of Enforcement Actions as a Percentage of Customs Secondary Examinations	2.3	6.5	3.2	3.1

Appendix B-2: Commercial Statistics

Major Outputs	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Commercial entry and release documents processed ¹	16,770,000	15,145,961	40,064,648	40,453,993
Associated FTE	N/A	1,699	1,835	1,880
Commercial entry and release documents processed per FTE	N/A	8,915	21,834	21,518
Secondary examinations	334,200	612,151	634,067	568,149
Number of enforcement actions	52,500	35,117	37,555	42,833
Postal documents issued	2,013,000	2,221,245	2,314,000	2,004,365
Associated FTE	N/A	193	200	584
Postal documents issued per FTE	N/A	11,509	11,570	3,432
Number of enforcement actions	43,376	43,199	40,164	26,957

¹ Beginning in 1993-94, Commercial entry and release documents processed includes only accounting and release documents processed. Prior to 1993-94, cargo documents are included in the statistics.

Appendix B-3: Tobacco, Drug, Alcohol and Fraud Seizures/Forfeitures

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Fraud Seizures/Forfeitures				
- Volume	350	306	325	169
- Value (\$M)	40	68	21	32
Court Fines				
- Volume	130	180	211	271
- Value (\$M)	2.4	2	2	1
Drug Seizures				
- Volume	2,650	2,331	2,375	2,125
- Value (\$M)	840	1,500	517	716
Tobacco Seizures				
- Volume	6,700	14,231	20,535	9,567
- Value (\$M)	1	4.1	6	4
Alcohol Seizures				
- Volume	11,700	14,876	16,797	23,000
- Value (\$M)	5.5	3	4	2

Appendix B-4: Appraisal and Adjustment

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Commodity Declarations Referred to Review	1,812,331	1,726,346	1,839,664	1,727,000
Associated FTE	204	214	263	319
Output per FTE	8,884	8,067	6,995	5,414
Adjustment Claims Processed	405,215	471,200	478,189	542,979
Associated FTE	713	708	736	896
Output per FTE	568	666	650	606

Appendix B-5: Interpretative Policy Determination and Appeals

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
SIMA Policy Interpretations	614	422	439	308
Associated FTE	44	42	55	39
Output per FTE	14	10	8	8
Valuation Policy Interpretations	167	236	256	245
Associated FTE	8	8	9	8
Output per FTE	21	30	28	31
Tariff Classification and Policy Interpretations	14,109	14,562	12,731	13,167
Associated FTE	46	36	42	50
Output per FTE	307	405	303	263
Tariff and Assessment Appeals	10,596	14,784	12,690	9,263
Associated FTE	61	70	59	74
Output per FTE	174	211	215	125
Seizure Adjudication Decisions	6,569	6,777	5,692	3,652
Associated FTE	59	54	46	34
Output per FTE	111	126	124	107

Appendix B-6: Interpretative Policy Determination and Appeals - Acceptance of Final Departmental Decisions ¹

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
	%	%	%	%
Accepted	94.2	96.6	95.5	97.8
Upheld by External Tribunal	2.6	1.7	3.0	1.0
Overturned by External Tribunal	3.2	1.7	1.5	1.2

¹ Includes decisions which are potentially appealable to an external body, where the final departmental decision does not fully agree with the appellant's contention.

C. Verification and Enforcement

Appendix C-1: Large Business Audits - Files Audited, Fiscal Impact

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Files Audited ¹	2,701	2,650	2,396	2,132
Current Federal Impact (\$000's):				
- Additional Tax Assessable (Revenue Impact)	523,462	554,358	420,164	495,351
- Refunds Offset/Reduced (Expenditure Impact)	391,708	446,006	506,265	576,003
- Interest Assessable	293,719	328,876	354,741	404,227
- Penalties Assessable	1,646	3,693	3,993	13,238
Future Federal Impact (\$000's):				
- Net Present Value of Future Tax Assessable	622,487	499,204	400,920	359,100
Total Federal Impact	1,833,022	1,832,137	1,686,083	1,847,919
Add: Provincial Tax (\$000's) ²	29,225	49,579	22,042	35,153
Total Fiscal Impact (\$000's)	1,862,247	1,881,716	1,708,125	1,883,072
Associated FTE ³	669	678	639	570
Files Audited per FTE	4	4	4	4
Total Fiscal Impact per File Audited (\$)	689,466	710,082	712,907	883,242

¹ Previous years data were adjusted to include files audited which, in the past, were referred to other areas for reassessment.

² Participating provinces only.

³ Associated FTE include overtime.

Appendix C-2: Small and Medium Enterprise - Business Audit - Files Audited, Fiscal Impact

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Files Audited ¹	38,416	40,138	38,531	35,814
Current Federal Impact (\$000's):				
- Additional Tax Assessable (Revenue Impact)	353,515	389,036	368,484	338,066
- Refunds Offset/Reduced (Expenditure Impact)	65,153	61,449	58,364	59,518
- Interest Assessable	73,900	109,089	132,477	139,729
- Penalties Assessable	13,304	11,316	13,544	9,422
Future Federal Impact (\$000's):				
- Net Present Value of Future Tax Assessable	122,993	138,178	126,750	115,717
Total Federal Impact	628,865	709,068	699,619	662,452
Add: Provincial Tax (\$000's) ²	82,039	87,105	83,362	77,553
Total Fiscal Impact (\$000's)	710,904	796,173	782,981	740,005
Associated FTE ³	2,025	1,926	1,812	1,797
Files Audited per FTE	19	21	21	20
Total Fiscal Impact per File Audited (\$)	18,505	19,836	20,321	20,662

¹ Previous years data were adjusted to include files audited which, in the past, were referred to other areas for reassessment.

² Participating provinces only.

³ Associated FTE include overtime.

Appendix C-3: Small and Medium Enterprise - GST Audits - Files Audited, Additional Revenue Assessed ¹

	Actual ¹ 1994-95	Actual 1993-94	Actual 1992-93	Actual ² 1991-92
<u>Pre-payment Audits:</u>				
Audits Conducted	21,146	28,862	47,349	254,121
Net Revenue Assessed (\$000's)	111,000	217,000	234,000	814,000
Associated FTE ³	263	376	481	N/A
Net Revenue Assessed per Audit (\$)	5,249	7,519	4,942	N/A
<u>Post Audits:</u>				
Audits Conducted	28,445	33,392	37,601	20,772
Net Revenue Assessed (\$000's)	403,000	396,000	231,000	63,000
Associated FTE ³	1,267	1,166	1,054	N/A
Net Revenue Assessed per Audit (\$)	14,168	11,859	6,143	N/A
<u>Total Audits:</u>				
Audits Conducted	49,591	62,254	84,950	274,893
Net Revenue Assessed (\$000's)	514,000	613,000	465,000	877,000
Associated FTE ³	1,530	1,542	1,535	N/A
Net Revenue Assessed per Audit (\$)	10,365	9,847	5,474	N/A
Coverage Rate ⁴	3.2%	4.2%	6.1%	N/A

¹ Data for 1992-93 and subsequent years excludes audits conducted and resources utilized by Ministère du revenu du Québec for administration of GST in the Province of Québec and by the Regional Excise/GST Liaison Office in Quebec.

² Includes FST Inventory Rebates - a one-time program related to the transition from FST to GST which was a major part of 1991-92 Audit activities. Also includes audits conducted and resources utilized in the Province of Québec as GST was administered by Revenue Canada in 1991-92.

³ Associated FTE include overtime.

⁴ Coverage rate is the number of GST audits divided by the number of GST Registrants at the beginning of the fiscal year.

Appendix C-4: Scientific Research and Experimental Development and other Tax Incentive Programs - Files Audited, Fiscal Impact

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Files Audited	8,936	6,804	4,538	4,464
Current Federal Impact (\$000's):				
- Additional Tax Assessable (Revenue Impact)	77,576	36,907	33,095	25,263
- Refunds Offset/Reduced (Expenditure Impact)	53,515	31,777	15,136	12,338
- Interest Assessable	2,324	296	12,810	331
- Penalties Assessable	2	1	2,539	3
Future Federal Impact (\$000's):				
- Net Present Value of Future Tax Assessable ¹	<u>15,846</u>	<u>6,416</u>	<u>652</u>	<u>(3,132)</u>
Total Federal Impact	149,263	75,397	64,232	34,803
Add: Provincial Tax (\$000's) ²	<u>117</u>	<u>152</u>	<u>(338)</u>	<u>510</u>
Total Fiscal Impact (\$000's)	<u>149,380</u>	<u>75,549</u>	<u>63,894</u>	<u>35,313</u>
Associated FTE ³	386	322	264	239
Files Audited per FTE	23	21	17	19
Total Fiscal Impact per File Audited (\$)	16,717	11,104	14,080	7,911

¹ The net present value of future tax assessable for 1993-94 in the 1995-96 Main Estimates was shown by error as 75,100 instead of 6,416.

² Participating provinces only.

³ Associated FTE include overtime.

Appendix C-5: Tax Avoidance - Files Audited, Fiscal Impact

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Files Audited	2,108	1,089	1,955	1,663
Current Federal Impact (\$000's):				
- Additional Tax Assessable (Revenue Impact)	190,858	223,685	116,916	113,832
- Refunds Offset/Reduced (Expenditure Impact)	4,409	19,771	19,411	8,617
- Interest Assessable	82,576	166,403	98,579	53,445
- Penalties Assessable	15,297	25	3,930	1,273
Future Federal Impact (\$000's):				
- Net Present Value of Future Tax Assessable	<u>84,290</u>	<u>43,814</u>	<u>33,797</u>	<u>44,790</u>
Total Federal Impact	377,430	453,698	272,633	221,957
Add: Provincial Tax (\$000's) ¹	<u>37,907</u>	<u>31,955</u>	<u>24,478</u>	<u>13,389</u>
Total Fiscal Impact (\$000's)	<u>415,337</u>	<u>485,653</u>	<u>297,111</u>	<u>235,346</u>
Associated FTE ²	139	131	125	130
Files Audited per FTE	15	8	16	13
Total Fiscal Impact per File Audited (\$)	197,029	445,962	151,975	141,519
¹ Participating provinces only.				
² Associated FTE include overtime.				

Appendix C-6: Non-Filers Program - Returns Obtained, Fiscal Impact

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Returns Obtained - Systems Initiated:				
- Automated Computer Action	262,720	300,636	262,124	230,865
Additional Tax Assessed (\$000's) ¹	(48,871)	(78,718)	(48,933)	11,526
Penalties Assessed (\$000's)	<u>12,445</u>	<u>10,647</u>	<u>11,418</u>	<u>12,881</u>
Total Assessed (\$000's)	(36,426)	(68,071)	(37,515)	24,407
Returns Obtained				
- Systems initiated: - Manual Action	178,846	172,913	131,135	114,541
- Identification Projects	<u>51,714</u>	<u>35,452</u>	<u>37,735</u>	<u>33,286</u>
Total Returns Obtained	230,560	208,365	168,870	147,827
Additional Tax Assessed (\$000's) ¹	229,406	203,057	152,010	133,910
Penalties Assessed (\$000's)	<u>70,656</u>	<u>69,246</u>	<u>27,365</u>	<u>26,686</u>
Total Assessed (\$000's)	300,062	272,303	179,375	160,596
Associated FTE ²	616	465	424	403
Returns Obtained per FTE	374	448	398	367
Total Assessed per Return obtained through contacts by employees (\$)	1,301	1,307	1,062	1,086
Total Returns Obtained	493,280	509,001	430,994	378,692
Total Additional Tax Assessed (\$000's)	180,535	124,339	103,077	145,436
Total Penalties Assessed (\$000's)	<u>83,101</u>	<u>79,893</u>	<u>38,783</u>	<u>39,567</u>
Total Assessed (\$000)	263,636	204,232	141,860	185,003
Total Assessed per Return Obtained for the Program (\$)	534	401	329	489
Number of Prosecutions completed	1,728	925	998	1,122
Fines Imposed (\$000's)	1,278	973	789	842

¹ Includes Federal and Provincial Tax.

² Associated FTE include overtime and Tracing activity.

Appendix C-7: Office Examination - Files Audited, Fiscal Impact

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Files Audited	34,881	33,982	30,478	22,032
Current Federal Impact (\$000's):				
- Additional Tax Assessable (Revenue Impact) (\$000's)	78,131	75,931	40,487	85,309
- Refunds Offset/Reduced (Expenditure Impact) (\$000's)	25,229	16,397	11,029	8,910
- Interest (\$000's)	13,775	13,619	10,106	12,651
- Penalties (\$000's)	2,298	879	668	1,051
Future Federal Impact:				
- Net Present Value of Future Tax Assessable (\$000's)	<u>7,594</u>	<u>1,897</u>	<u>263</u>	<u>1,292</u>
Total Federal Impact (\$000's)	127,027	108,723	62,553	109,213
Add: Provincial Tax (\$000's)	<u>18,402</u>	<u>13,887</u>	<u>10,108</u>	<u>10,706</u>
Total Fiscal Impact (\$000's)	<u>145,429</u>	<u>122,610</u>	<u>72,661</u>	<u>119,919</u>
Associated FTE ¹	327	274	223	190
Files Audited per FTE	107	124	137	116
Total Fiscal Impact per File Audited (\$)	4,169	3,608	2,384	5,443

¹ Associated FTE include overtime.

Appendix C-8: Taxation Investigations and Special Enforcement Program Audits

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Cases Investigated ¹ :				
Cases Ended Without Referral to the Department of Justice:				
- Preliminaries	193	240	181	151
- Full-Scale	29	28	41	33
Sub-Total	222	268	222	184
Cases Referred to the Department of Justice for Prosecution	169	146	154	156
Total Cases Investigated	391	414	376	340
Special Enforcement Program (SEP) Audits:				
- Files Audited ²	646	441	N/A	N/A
- Returns filed	995	861	671	511
- Prosecution convictions under Section 238	319	253	226	202
Total Enforcement Actions:	2,351	1,969	N/A	N/A
Prosecutions Completed by the Department of Justice from Court Case Inventory ³	137	146	144	149
Court Impose Jail Sentence	8	14	8	11
Recoveries:				
Court Impose Fines (\$000's)	12,714	15,484	6,872	15,215
SEP Audit Total Fiscal Impact (\$000's) ⁴	29,866	27,299	N/A	N/A
External Referrals	19,707	17,050	12,645	11,043
Voluntary Disclosures	633	587	268	301
FTE Associated with Cases Investigated, Prosecutions and SEP Audits Completed ⁵	463	468	462	471

¹ The major portion of the total tax recoveries for cases investigated is reported in the VECR Audit program.

² Special Enforcement Program Audits are carried out to determine and assess the taxes payable by persons earning income from illegal activities. Starting in 1993-94, they are reported on a file basis.

³ Completed prosecutions result from current and past referrals to the Department of Justice.

⁴ The total fiscal impact includes interest, penalties and provincial taxes; also includes net present value of future tax assessable.

⁵ Associated FTE include overtime.

Appendix C-9: GST Investigations

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual ³ 1991-92
Cases Investigated:				
Cases Ended Without Referral to the Department of Justice:				
- Preliminaries	119	107	64	N/A
- Full-Scale	20	17	0	N/A
Sub-Total	139	124	64	N/A
Cases referred to the Department of Justice for Prosecution	69	15	4	N/A
Total Cases Investigated	208	139	68	N/A
Prosecutions Completed by the Department of Justice from Court Case Inventory ¹	43	15	2	N/A
Court Impose Jail Sentence	3	5	0	N/A
Recoveries:				
Court Impose Fines (\$000's)	1,229	1,616	39	N/A
FTE Associated with Cases Investigated and Prosecutions ²	161	153	136	N/A

¹ Completed prosecutions result from current and past referrals to the Department of Justice.

² Associated FTE include overtime.

³ In 1991-92, the initial year for GST, and to some extent in 1992-93, activities primarily involved the development of case workload identified through complaints and referrals.

Appendix C-10: International Audit - Files Audited, Fiscal Impact

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Files Audited	917	257	244	197
Total Fiscal Impact (\$000's) ¹				
- Reported under other audit programs	500,700	188,750	132,625	147,175
- Restricted International Audits	N/A	N/A	N/A	N/A
Associated FTE ¹	82	66	56	47
Files Audited per FTE	11	4	4	4

¹ Associated FTE include overtime.

Appendix C-11: Competent Authority - Files Reviewed

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Files Audited	240	N/A	N/A	N/A
Associated FTE ¹	13	N/A	N/A	N/A

¹ Associated FTE include overtime.

Appendix C-12: Non-Resident Audit - Files Audited, Fiscal Impact

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Files Audited	6,378	5,909	5,115	3,454
Total Fiscal Impact (\$000's) ¹	44,908	33,740	41,692	27,632
Associated FTE ²	63	67	56	N/A
Files Audited per FTE	101	88	91	N/A

¹ Associated FTE include overtime.

² Includes time spent screening and selecting, for audit, those files with the highest risk of non-compliance; prior year results have been re-stated accordingly.

Appendix C-13: Non-Resident Returns Assessed, Enquiries

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Returns Assessed	251,665	N/A	N/A	N/A
Enquiries	186,638	N/A	N/A	N/A
Associated FTE ¹	156	N/A	N/A	N/A

¹ Associated FTE include overtime.

Appendix C-14: Non-Resident Waivers and Dispositions

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Waivers and Dispositions Assessed	22,420	N/A	N/A	N/A
Associated FTE ¹	37	N/A	N/A	N/A

¹ Associated FTE include overtime.

D. Revenue Collections

Appendix D-1: Annual Intake and Closing of Accounts - Income Tax ¹

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
<u>Annual Intake</u>				
Number of Accounts	375,695	367,306	423,431	382,588
Total Amount (\$000)	4,803,903	4,839,883	4,782,546	5,117,212
<u>Annual Closings</u>				
Collections:				
- Number of Accounts ⁴	99,850	98,555	113,255	90,064
- Total Amount (\$000)	3,815,765	3,483,869	3,380,488	3,429,690
Other Closings: ²				
- Number of Accounts ⁴	264,206	251,065	288,502	229,425
- Total Amount (\$000)	915,370	906,949	874,394	657,071
Total Closings:				
- Number of Accounts	364,056	349,620	401,757	319,489
- Total Amount (\$000)	4,731,135	4,390,818	4,254,882	4,086,761
Associated FTE ³	2,202	2,121	2,006	1,710
<u>Performance Information</u>				
- Total Closings (Number of Accounts) per FTE	165	165	200	187
- Collections per FTE (\$000)	1,733	1,643	1,685	2,006
¹ Tax Services Office accounts only; excludes routine accounts actioned by way of computerized collection notices and thus not referred to Tax Services Offices. Also excludes Ministère du revenu du Québec activities with respect to GST.				
² "Other Closings" include amounts written off as uncollectible; and other sundry work disposal measures.				
³ Associated FTE include overtime.				
⁴ Enhanced information systems provide more accurate data beginning in 1993-94. Actuals prior to this date are re-stated for comparison purposes. Closing dollar amounts have not been affected.				

Appendix D-2: Workload Statistics - Excise/GST

	Actual 1994-95	Actual 1993-94	Actual 1992-93
Account Maintenance Activities	460,000	460,000	319,609
Collection Cases Closed	205,718	176,000	142,255

Appendix D-3: Accounts Receivable at Fiscal Year End ¹

(thousands of dollars)	Actual 1994-95	%	Actual 1993-94	%	Actual 1992-93	%
Income Tax						
Balance Outstanding ²	6,363,142	100	6,610,356	100	6,658,047	100
Allowance for Credit Reassessments	(1,262,484)	19.9	(1,201,495)	18.2	(1,160,388)	17.4
Allowance for Doubtful Accounts	(530,121)	8.3	(1,078,162)	16.3	(1,387,627)	20.9
Estimated Realizable Value	4,570,537	71.8	4,330,699	65.5	4,110,032	61.7
Customs Levies; Excise and GST Taxes ²						
Balance Outstanding	1,939,799	100	1,656,836	100	1,235,499	100
Allowance for Credit Reassessments (GST) ³	(124,000)	6.4				
Allowance for Doubtful Accounts	(215,031)	11.1	(232,972)	14.1	(233,893)	18.9
Estimated Realizable Value	1,600,768	82.5	1,423,864	85.9	1,001,606	81.1
Total Balance Outstanding	8,302,941		8,267,192		7,893,546	
Gross Revenue Collected	199,862,778		188,446,918		182,963,534	
Total Balance Outstanding as % of Gross Revenue Collected	4.15%		4.39%		4.31%	

¹ Excludes those amounts not payable under taxes in dispute legislation, and non-tax revenue receivable.

² Includes Scientific Research Tax Credit accounts receivable of \$50.7 million in 1994-95; \$602.9 million in 1993-94 and \$856.1 million in 1992-93.

³ Data not available prior to 1994-95.

Appendix D-4: Scientific Research Tax Credit (SRTC) Information as at Fiscal Year End (March 31st)

(thousands of dollars)	Actual 1994-95	Actual 1993-94	Actual 1992-93
Total Balance Outstanding	50,720	602,881	856,109
Allowance for Doubtful Accounts	(40,576)	(482,305)	(583,142)
Estimated Realizable Value	10,144	120,576	272,967
Value of Designations Remaining to be Audited	0	48,096	49,346

Appendix D-5: Age of Accounts Receivable by Major Revenue Category

March 31, 1994									
	Individuals	%	Corporations	%	Payroll Deductions	%	GST ¹	%	Total
(Thousands of dollars)									
Less than 1 year	1,753,644	49	940,348	61	286,874	41	N/A		2,980,866
1 to 2 years	609,702	17	236,408	15	145,774	21	N/A		991,884
Over 2 years	1,218,532	34	363,318	24	271,449	38	N/A		1,853,299
Total March 31, 1994	3,581,878		1,540,074		704,097				5,826,049

¹ Data not available prior to 1994-95.

March 31, 1995									
	Individuals	%	Corporations	%	Payroll Deductions	%	GST	%	Total
(Thousands of dollars)									
Less than 1 year	2,161,041	56	949,980	62	277,805	39	294,215	21	3,683,041
1 to 2 years	630,975	16	200,517	13	138,475	19	205,688	15	1,175,655
Over 2 years	1,061,891	28	391,578	25	298,524	42	883,339	64	2,635,332
Total March 31, 1995	3,853,907		1,542,075		714,804		1,383,242		7,494,028

Appendix D-6: Value of Accounts Receivable as at March 31, 1995 by Major Revenue Category

March 31, 1995									
	Individuals	%	Corporations	%	Payroll Deductions	%	GST	%	Total
(Thousands of dollars)									
Less than \$1,000	436,462	11	12,502	1	19,704	3	29,463	2	498,131
\$1,000 to \$9,999	1,122,012	29	85,361	5	121,969	17	286,331	21	1,615,673
\$10,000 to \$49,999	979,134	26	163,803	11	251,828	35	485,241	35	1,880,006
\$50,000 to \$99,999	358,749	9	76,556	5	113,322	16	194,622	14	743,249
greater than \$100,000	957,550	25	1,203,853	78	207,981	29	387,585	28	2,756,969
Total	3,853,907		1,542,075		714,804		1,383,242		7,494,028

Appendix D-7: Uncollectible Write-offs ¹ by Revenue Category

(thousands of dollars)	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Income Tax				
Individuals' Tax	381,315	339,363	262,203	135,141
Corporation Tax	229,205	121,082	159,234	63,376
Payroll Deductions	116,259	126,994	135,545	68,071
Scientific Research Tax Credits	586,249	62,346	26,095	158,889
Other ²	3,278	648	2,587	1,165
Total Write-offs	1,316,306	650,433	585,664	426,642
As a % of Net Revenue Collected	1.02 %	0.55 %	0.49 %	0.35 %
Customs Levies; Excise and GST Taxes ³	88,517	13,869	26,384	
As a % of Net Revenue Collected	.33 %	.05 %	.10 %	

¹ Excludes non-tax write-offs.

² Includes Non-Resident Tax, Petroleum and Gas Revenue Tax, Resource Royalties Tax, and other miscellaneous amounts.

³ Data not available prior to 1992-93.

Appendix D-8: Payroll Files Audited, Additional Tax Assessed

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Files Audited	66,396	62,473	67,622	68,490
Additional Amounts Assessed ¹ (\$000)	343,298	286,943	310,508	320,275
Associated FTE ²	318	323	357	384
Files Audited per FTE	209	193	190	178
Additional Tax Assessed per File Audited (\$)	5,170	4,593	4,592	4,676

¹ Additional Amounts Assessed include federal and provincial tax, Canada Pension Plan contributions and Unemployment Insurance premiums.

² Associated FTE include overtime.

E. Appeals

Appendix E-1: Income Tax, Excise/GST Objections

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Income Tax				
Intake	67,667 ¹	50,814	49,879	63,258
Completions	50,710	50,742	53,141	57,072
Completions as a % of Intake	75%	100%	107%	90%
Closing Inventory	52,299	35,342	35,270	38,532
Associated FTE	555	527	571	559
Completions per FTE	91	96	93	102
Percentage of objections:				
- Allowed in full	34%	35%	43%	47%
- Allowed in part	22%	22%	23%	22%
- Confirmed	44%	43%	34%	31%
Breakdown of inventory workload				
- Active	14,470	13,365	14,603	16,992
- Pending ²	37,829	21,977	20,667	21,540
Excise/GST ³				
Intake	4,293	4,154	3,728	2,430
Completions	4,208	3,516	2,305	1,790
Completions as a % of Intake	98%	85%	62%	74%
Closing Inventory	5,184	5,099	4,461	3,033
Associated FTE	155	128	120	68
Completions per FTE	27	27	19	26
Breakdown of inventory workload				
- Active	3,762	3,684	3,533	2,427
- Pending ²	1,422	1,415	928	606

¹ Includes a group of 13,507 files related to the taxation of child support payments.

² Awaiting legal advice, court decision, etc.

³ Excludes workload and resources utilized by Ministère du revenu du Québec activities with respect to GST.

Appendix E-2: Percentage of Objections Disposed of that are not Appealed to the Tax Court of Canada/Canadian International Trade Tribunal

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Income Tax				
Objections:				
- Completed	50,710	50,742	53,141	57,072
- Appealed	3,362	3,551	2,581	3,052
- Not Appealed	47,348	47,191	50,560	54,020
Percentage Not Appealed	93 %	93 %	95 %	95 %
Excise/GST ¹				
Objections:				
- Completed	4,208	3,516	2,305	1,790
- Appealed	371	349	219	240
- Not Appealed	3,837	3,167	2,086	1,550
Percentage Not Appealed	91 %	90 %	90 %	87 %

¹ Excludes workload and resources utilized by Ministère du revenu du Québec with respect to administration of GST.

Appendix E-3: Income Tax, Excise/GST Appeals to the Courts ¹

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Income Tax				
Intake	3,524	3,700	2,784	3,319
Completions	3,451	3,335	3,690	4,509
Closing Inventory	7,125	7,052	6,687	7,593
Associated FTE ²	118	126	132	100
Completions per FTE	29	26	28	45
Excise/GST				
Intake	416	410	305	330
Completions	250	332	179	148
Closing Inventory	1,158	992	914	788
Associated FTE ²	17	21	14	10
Completions per FTE	15	16	13	15

¹ Includes Appeals for Tax Court of Canada, Canadian International Trade Tribunal, Federal Court-Trial Division, Federal Court of Appeal and Supreme Court of Canada.

² Associated FTE include overtime.

Appendix E-4: Judgements (Tax Court of Canada/Canadian International Trade Tribunal)

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Income Tax				
Judgements in favour of the Minister	930	916	944	1,215
Total Judgements Rendered	1,328	1,257	1,265	1,729
Percentage in favour of the Minister	70%	73%	75%	70%
Consent to judgements in favour of taxpayer (allowed in full)	295	336	544	638
Consent to judgements (allowed in part)	525	651	741	945
Discontinuances	869	683	675	776
Excise/GST				
Judgements in favour of the Minister	100	103	56	39
Total Judgements Rendered	160	147	95	65
Percentage in favour of the Minister	63%	70%	59%	60%
Consent to judgements in favour of taxpayer (allowed in full)	60	44	39	26
Discontinuances	80	163	66	46

Appendix E-5: CPP/UI Determinations ¹

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Intake	10,708	8,479	8,093	4,417
Completions	9,940	8,676	7,160	3,686
Closing Inventory	3,137	2,369	2,566	1,633
Associated FTE ²	166	142		
Completions per FTE ²	60	61		
Completions as a % of Intake	93%	102%	88%	83%

¹ Associated FTE include overtime.

² Data not available prior to 1993-94.

Appendix E-6: Reconsideration of Determination Without Further Recourse to the Tax Court of Canada

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Determinations:				
- Completed	9,940	8,676	7,160	3,686
- Appealed	2,630	1,925	1,493	818
- Not Appealed	7,310	6,751	5,667	2,868
Percentage Not Appealed	74%	78%	79%	78%

Appendix E-7: CPP/UI Appeals to the Courts ¹

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Intake	2,676	1,952	1,509	843
Completions	2,566	1,295	901	701
Closing Inventory	2,627	2,517	1,860	1,252
Associated FTE ^{2,3}	34	25		
Completions per FTE ³	75	52		

¹ Includes Appeals for Tax Court of Canada, Federal Court-Trial Division, Federal Court of Appeal and Supreme Court of Canada.

² Associated FTE include overtime.

³ Data not available prior to 1993-94.

Appendix E-8: CPP/UI Judgements

	Actual 1994-95	Actual 1993-94	Actual 1992-93	Actual 1991-92
Total Judgements Rendered	1,594	880	582	475
Judgements in favour of the Minister	1,268	676	428	351
Percentage in favour of the Minister	80%	77%	74%	74%
Consent to Judgements	341	211	158	71
Withdrawals	631	204	161	155

C. Other Information (cont'd)

3. Revenue Canada Points of Service

Appendix 3-1: Atlantic Regional Structure

Services	Points of Service
Trade Administration Services:	Halifax
Customs Border Services:	Andover, Argentia, Bathurst, Bloomfield, Campobello, Caraquet, Centreville, Charlottetown, Clair, Clarenville, Corner Brook, Dalhousie, Deer Island, Edmundston, Forest City, Fortune, Fosterville, Fredericton, Gander, Gillespie Portage, Goose Bay, Grand Falls, Grand Manan, Halifax, Harbour Grace, Kentville, Liverpool, Lunenburg, Milltown, Miramichi, Moncton, New Glasgow, Port Hawkesbury, River De Chute, Saint John, Shelburne, St. Andrews, St. Croix, St. John's, St. Leonard, St. Stephen, Stephenville, Summerside, Sydney, Truro, Woodstock Road, Yarmouth
Tax Services:	Bathurst, Charlottetown, Halifax, Moncton, Newfoundland and Labrador (St. John's), Saint John, Sydney, Summerside

Appendix 3-2: Quebec Regional Structure

Services	Points of Service
Regional Excise GST Liaison Office:	Québec
Trade Administration Services:	Montréal, Québec
Customs Border Services:	Abercorn, Armstrong, Baie Comeau, Beebe, Cantic Station, Cap-aux-Meules, Chartierville, Chicoutimi, Clarenceville, Côte-de-Liesse, Covey Hill, Cowansville, Daaquam, Dorval, Drummondville, Dundee, East Hereford, East Pinnacle, Estrie, Franklin Centre, Frelighsburg,

**Customs Border Services
(cont'd):**

Gaspé, Glen Sutton, Granby, Hemmingford, Herdman, Hereford Road, Highwater, Jamieson's Line, Joliette, Lachute, Mirabel, Montérégie, Montmagny, Montréal, Morses Line, Napierville Junction Station, Noyan, Pohenegamook, Port-Cartier, Québec, Richmond, Rimouski, Rivière-du-Loup, Rock Island (Routes 55 and 143), Rouyn-Noranda, Saint-Armand-de-Philipsburg, Saint-Bernard-de-Lacolle (Quai Richelieu, Routes 15, 221 and 223), Saint-Hyacinthe, Saint-Jean, Saint-Jérôme, Saint-Laurent, Saint-Pamphile, Sainte-Aurélie, Sept-Îles, Shawinigan, Sherbrooke, Sorel, Stanhope, Thetford Mines, Trois-Rivières, Trout River, Val-d'Or, Valleyfield, Victoriaville, Woburn, Youville

Tax Services:

Chicoutimi, Jonquière, Laval, Montréal, Outaouais (Hull), Québec, Rimouski, Rouyn, Shawinigan-Sud, Sherbrooke, Montérégie - Rive Sud, Trois-Rivières

Appendix 3-3: Northern Ontario Regional Structure

Services	Points of Service
Trade Administration Services:	Ottawa
Customs Border Services:	Arnprior, Belleville, Brockville, Cobourg, Cornwall, Cyclone Island, Fort Frances, Gatineau (P.Q.), Kenora, Kingston, Lansdowne, Lindsay, Marathon, North Bay, Ottawa, Pembroke, Perth, Peterborough, Pigeon River, Point Alexandria (Wolfe Island), Prairie Portage (Quetico Park), Prescott, Rainy River, Saganaga Lake, Sand Point Lake, Sault Ste. Marie, Smith Falls, Sudbury, Thunder Bay, Timmins, Trenton
Tax Services:	Belleville, Kingston, Ottawa, Peterborough, Sudbury, Thunder Bay
International Tax Office:	Ottawa

Appendix 3-4: Southern Ontario Regional Structure

Services	Points of Service
Trade Administration Services:	Brampton, Hamilton, London, Oshawa, Toronto, Windsor
Customs Border Services:	Barrie, Bracebridge, Brampton, Brantford, Buttonville, Cambridge, Chatham, Collingwood, Concord, Fort Erie (Peace Bridge), Guelph, Halton Hills, Hamilton, Hanover, Interport (Dixie), Kitchener, Leamington, London, Midcontinent Terminal, Midland, Mississauga, Newmarket, Niagara Falls (Whirlpool, Queenston/Lewiston, Rainbow Bridges), Oakville, Orangeville, Orillia, Oshawa, Owen Sound, Pelee Island, Port Colborne, Sarnia, Simcoe, Sombra, St. Catharines, St. Thomas, Stratford, Tillsonburg, Toronto, Wallaceburg, Walpole Island, Welland, Windsor (Ambassador Bridge, Detroit and Canada Tunnel), Woodstock
Tax Services:	Hamilton, Kitchener/Waterloo, London, St. Catharines, Toronto Centre, Toronto East (Scarborough), Toronto North (North York), Toronto West (Mississauga), Windsor

Appendix 3-5: Prairie Regional Structure

Services	Points of Service
Trade Administration Services:	Calgary, Winnipeg
Customs Border Services:	Aden, Big Beaver, Boissevain, Calgary, Carievale, Cartwright, Carway, Chief Mountain, Churchill, Climax, Coronach, Coulter, Coutts, Crystal City, Del Bonita, Edmonton, Emerson, Estevan Highway, Goodlands, Gretna, Inuvik, Iqaluit, Lena, Lethbridge, Lyleton, Monchy, Moose Jaw, North Portal, Northgate, Oungre, Piney,

Customs Border Services (cont'd):	Prince Albert, Regina, Regway, Saskatoon, Snowflake, South Junction, Sprague, Tolstoi, Torquay, Tuktoyaktuk, West Poplar River, Wild Horse, Willow Creek, Windygates, Winkler, Winnipeg, Yellowknife
Tax Services:	Calgary, Edmonton, Regina, Saskatoon, Winnipeg

Appendix 3-6: Pacific Regional Structure

Services	Points of Service
Trade Administration Services:	Vancouver
Customs Border Services:	Aldergrove, Beaver Creek, Boundary Bay, Campbell River, Carson, Cascade, Chopaka, Courtenay, Cranbrook, Dawson City, Dawson Creek, Douglas, Flathead, Fraser, Huntingdon, Kamloops, Kelowna, Kingsgate, Kitimat, Little Gold Creek, Midway, Nanaimo, Nelway, Old Crow, Osoyoos, Pacific Highway, Paterson, Penticton, Pleasant Camp, Port Alberni, Powell River, Prince George, Prince Rupert, Richmond, Roosville, Rykerts, Sidney, Surrey, Vancouver, Vernon, Victoria, Waneta, Whitehorse
Tax Services:	Burnaby, Northern (Prince George), Southern Interior (Penticton), Surrey, Vancouver, Vancouver Island (Victoria)



Treasury Board of Canada
Secrétariat

Ottawa, Ontario
K1A 0R5

Conseil du Trésor du Canada
Secrétariat



Canada Post Corporation
Société canadienne des postes
Postage paid Port payé
if mailed in Canada si posté au Canada
Business Reply Réponse d'affaires
0033326399 01



DISTRIBUTION CENTRE
L'ESPLANANDE LAURIER
P-1 WEST TOWER
300 LAURIER AVE
OTTAWA ON K1A 9Z9

CENTRE DE DISTRIBUTION
L'ESPLANANDE LAURIER
P-1 TOUR OUEST
300 AV LAURIER
OTTAWA ON K1A 9Z9

Annexe 3-5 : Structure régionale des Prairies

Services Points de service

Application des politiques
commerciales :

Services frontaliers des
douanes :

Calgary, Winnipeg
Ader, Big Beaver, Boissevain, Calgary,
Carievale, Cartwright, Carway,
Chief Mountain, Churchill, Climax, Coronach,
Coulter, Coutts, Crystal City, Del Bonita,
Edmonton, Emerson, Estevan Highway,
Goodlands, Gretna, Inuvik, Iqaluit, Lena,
Lethbridge, Lyleton, Monchy, Moose Jaw,
North Portal, Northgate, Oungre, Piney,
Prince Albert, Regina, Regway, Saskatoon,
Snowflake, South Junction, Sprague, Tolstoi,
Torquay, Tuktoyaktuk, West Poplar River,
Wild Horse, Willow Creek, Windygates,
Winkler, Winnipeg, Yellowknife

Services fiscaux :

Annexe 3-6 : Structure régionale du Pacifique

Services

Application des politiques
commerciales :

Services frontaliers des
douanes :

Vancouver
Aldergrove, Beaver Creek, Boundary Bay,
Campbell River, Carson, Cascade, Chopaka,
Courtenay, Cranbrook, Dawson City,
Dawson Creek, Douglas, Flathead, Fraser,
Huntingdon, Kamloops, Kelowna, Kingsgate,
Kitimat, Little Gold Creek, Midway, Nanaimo,
Nelway, Old Crow, Osoyoos, Pacific Highway,
Paterson, Pentiction, Pleasant Camp,
Port Alberni, Powell River, Prince George,
Prince Rupert, Richmond, Roosville, Rykerts,
Sidney, Surrey, Vancouver, Vernon, Victoria,
Waneta, Whitehorse

Services fiscaux :

Burnaby, Nord (Prince George), Sud intérieur
(Pentiction), Surrey, Vancouver, ile de
Vancouver (Victoria)

Annexe 3-4 : Structure régionale du Sud de l'Ontario	
Services	Points de Service
Services frontaliers des douanes :	Arnprior, Belleville, Brockville, Cobourg, Cornwall, Cyclone Island, Fort Frances, Gatineau (Qc), Kenora, Kingston, Lansdowne, Lindsay, Marathon, North Bay, Ottawa, Pembroke, Perth, Peterborough, Pigeon River, Point Alexandria (Wolfe Island), Prairie Portage (Quetico Park), Prescott, Rainy River, Sagamaga Lake, Sand Point Lake, Sault Ste. Marie, Smith Falls, Sudbury, Thunder Bay, Timmins, Trenton
Services fiscaux :	Belleville, Kingston, Ottawa, Peterborough, Sudbury, Thunder Bay
Bureau de l'impôt international :	Ottawa

Application des politiques commerciales :	Brampton, Hamilton, London, Oshawa, Toronto, Windsor
Services frontaliers des douanes :	Barrie, Bracebridge, Brampton, Brantford, Buttonville, Cambridge, Chatham, Collingwood, Concord, Fort Erie (Peace Bridge), Guelph, Halton Hills, Hamilton, Hanover, Interport (Dixie), Kitchener, Leamington, London, Midcontinent Terminal, Midland, Mississauga, Newmarket, Niagara Falls (les ponts de Whirlpool, Queenston/Lewiston, Rainbow), Oakville, Orangeville, Orillia, Oshawa, Owen Sound, Pelee Island, Port Colborne, Sarnia, Simcoe, Sombra, St. Catharines, St. Thomas, Stratford, Tillsonburg, Toronto, Wallaceburg, Walpole Island, Welland, Windsor (le pont Ambassador, Tunnel Detroit et Canada), Woodstock
Services fiscaux :	Hamilton, Kitchener/Waterloo, London, St. Catharines, Centre de Toronto, Est de Toronto (Scarborough), Nord de Toronto (North York), Ouest de Toronto (Mississauga), Windsor

Services frontaliers des
douanes :

Abercorn, Armstrong, Baie-Comeau, Beebe,
Cantic-Station, Cap-aux-Meules, Chartierville,
Chicoutimi, Clarencerville, Côte-de-Liesse,
Covey-Hill, Cowansville, Daquarn, Dorval,
Drummondville, Dundee, East-Herford,
East-Pinnacle, Estrie, Franklin-Centre,
Freligsburg, Gaspé, Glen-Sutton, Granby,
Hemmingford, Herdman, Herford-Road,
Highwater, Jamieson's-Line, Joliette, Lachute,
Mirabel, Montérégie, Montmagny, Montréal,
Morses-Line, Napierville-Junction-Station,
Noyan, Pohegegamoock, Port-Cartier, Québec,
Richmond, Rimouski, Rivière-du-Loup, Rock
Island (Routes 55 et 143), Rouyn-Noranda,
Saint-Armand-de-Phillipsburg,
Saint-Bernard-de-Lacolle (Quai-Richelieu,
Routes 15, 221 et 223), Saint-Hyacinthe,
Saint-Jean, Saint-Jérôme, Saint-Laurent,
Saint-Pamphile, Sainte-Aurèle, Sept-Îles,
Shawinigan, Sherbrooke, Sorel, Stanhope,
Thetford-Mines, Trois-Rivières, Trout-River,
Val-d'Or, Valleyfield, Victoriaville, Woburn,
Youville

Services fiscaux :

Chicoutimi, Jonquière, Laval, Montréal,
Outaouais (Hull), Québec, Rimouski, Rouyn,
Shawinigan-Sud, Sherbrooke, Montérégie-
Rive Sud, Trois-Rivières

Annexe 3-3 : Structure régionale du Nord de l'Ontario

Services **Points de service**

Application des politiques
commerciales :

Ottawa

C. Autres renseignements (suite)

3. Points de service offerts par Revenu Canada

Annexe 3-1 : Structure régionale de l'Atlantique	
Services	Points de service
Application des politiques commerciales : Services frontaliers des douanes	Halifax Andover, Argenta, Bathurst, Bloomfield, Campobello, Carabet, Centreville, Charlottetown, Clair, Clarenville, Corner Brook, Dalhousie, Deer Island, Edmundston, Forest City, Fortune, Fosterville, Fredericton, Gander, Gillespie Portage, Goose Bay, Grand Falls, Grand Manan, Halifax, Harbour Grace, Kentville, Liverpool, Lunenburg, Milltown, Miramichi, Moncton, New Glasgow, Port Hawkesbury, River De Chute, Saint John, Sherburne, St. Andrews, St. Croix, St. John's, St. Leonard, St. Stephen, Stephenville, Summerside, Sydney, Truro, Woodstock Road, Yarmouth
Services fiscaux :	Bathurst, Charlottetown, Halifax, Moncton, Terre-Neuve et Labrador (St. John's), Saint John, Sydney, Summerside

Annexe 3-2 : Structure régionale du Québec	
Services	Points de service
Bureau régional de l'accise et liaison de la TPS : Application des politiques commerciales : Montréal, Québec	Québec

Annexe E-6 : Réexamen des déterminations sans recours ultérieur à la Cour canadienne de l'impôt

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Déterminations :				
- Cas traités	9 940	8 676	7 160	3 686
- Cas portés en appel	2 630	1 925	1 493	818
- Cas non portés en appel	7 310	6 751	5 667	2 868
Pourcentage des cas non portés en appel	74 %	78 %	79 %	78 %

Annexe E-7 : Appels RPC/AC devant les tribunaux ¹

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Reçus	2 676	1 952	1 509	843
Traités	2 566	1 295	901	701
Inventaire de fermeture	2 627	2 517	1 860	1 252
ÉTP requis ²⁻³	34	25		
Dossiers traités par ÉTP ³	75	52		
¹ Comprend les appels interjetés devant la Cour canadienne de l'impôt, la Section de première instance de la Cour fédérale, la Cour d'appel fédérale et la Cour suprême du Canada.				
² Les ÉTP requis comprennent les heures supplémentaires.				
³ Les données antérieures à 1993-1994 ne sont pas disponibles.				

Annexe E-8 : Jugements RPC/AC

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Total des jugements rendus	1 594	880	582	475
Jugements en faveur du Ministre	1 268	676	428	351
Pourcentage des jugements en faveur du Ministre	80 %	77 %	74 %	74 %
Consentement à des jugements	341	211	158	71
Retraits	631	204	161	155

Annexe E-4 : Jugements (Cour canadienne de l'impôt et Tribunal canadien du commerce extérieur)

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Impôt sur le revenu				
Jugements en faveur du Ministère	930	916	944	1 215
Total des jugements rendus	1 328	1 257	1 265	1 729
Pourcentage des jugements en faveur du Ministère	70 %	73 %	75 %	70 %
Consentement à des jugements en faveur du client (admis en entier)	295	336	544	638
Consentement à des jugements (admis en partie)	525	651	741	945
Arrêts des procédures	869	683	675	776
Accise/TPS				
Jugements en faveur du Ministère	100	103	56	39
Total des jugements rendus	160	147	95	65
Pourcentage des jugements en faveur du Ministère	63 %	70 %	59 %	60 %
Consentement à des jugements en faveur du client (admis en entier)	60	44	39	26
Arrêts des procédures	80	163	66	46

Annexe E-5 : Déterminations RPC/AC¹

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Recus	10 708	8 479	8 093	4 417
Traités	9 940	8 676	7 160	3 686
Inventaire de fermeture	3 137	2 369	2 566	1 633
ETP requis²	166	142		
Dossiers traités par ETP²	60	61		
Dossiers traités en % des dossiers reçus	93 %	102 %	88 %	83 %

¹ Les ETP requis comprennent les heures supplémentaires.
Les données antérieures à 1993-1994 ne sont pas disponibles.

Annexe E-3 : Appels réglés devant les tribunaux relatifs à l'impôt sur le revenu et à la TPS ¹

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Impôt sur le revenu				
Récus	3 524	3 700	2 784	3 319
Traités	3 451	3 335	3 690	4 509
Inventaire de fermeture	7 125	7 052	6 687	7 593
ÉTP requis ²	118	126	132	100
Nombres traités par ÉTP	29	26	28	45
Accise/TPS				
Récus	416	410	305	330
Traités	250	332	179	148
Inventaire de fermeture	1 158	992	914	788
ÉTP requis ²	17	21	14	10
Nombres traités par ÉTP	15	16	13	15
¹ Comprend les appels interjetés devant la Cour canadienne de l'impôt, le Tribunal canadien du commerce extérieur, la Section de première instance de la Cour fédérale et la Cour suprême du Canada. ² Les ÉTP requis comprennent les heures supplémentaires.				

Annexe E-2 : Pourcentage d'oppositions résolues non portées en appel à la Cour canadienne de l'impôt ou au Tribunal canadien du commerce extérieur

Impôt sur le revenu		Réal		Réal		Réal		Réal	
		1994-1995		1993-1994		1992-1993		1991-1992	
Oppositions :	- Dossiers traités	50 710	50 742	53 141	57 072	53 141	57 072	53 141	57 072
	- Dossiers portés en appel	3 362	3 551	2 581	3 052	2 581	3 052	2 581	3 052
	- Dossiers non portés en appel	47 348	47 191	50 560	54 020	50 560	54 020	50 560	54 020
	Pourcentage des dossiers non portés en appel	93 %	93 %	95 %	95 %	95 %	95 %	95 %	95 %
Accise/TPS ¹									
Oppositions :	- Dossiers traités	4 208	3 516	2 305	1 790	2 305	1 790	2 305	1 790
	- Dossiers portés en appel	371	349	219	240	219	240	219	240
	- Dossiers non portés en appel	3 837	3 167	2 086	1 550	2 086	1 550	2 086	1 550
	Pourcentage des dossiers non portés en appel	91 %	90 %	90 %	87 %	90 %	87 %	90 %	87 %
¹ Les données excluent la charge de travail et les ressources utilisées par le Ministère du revenu du Québec pour l'administration de la TPS.									

E. Appels

Annexe E-1 : Oppositions relatives à l'impôt sur le revenu et l'Accise/TPS

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Impôt sur le revenu				
Reçues	67 667 ¹	50 814	49 879	63 258
Traitées	50 710	50 742	53 141	57 072
Dossiers traités (en % des dossiers reçus)	75 %	100 %	107 %	90 %
Inventaire de fermeture	52 299	35 342	35 270	38 532
ETP requis	555	527	571	559
Dossiers traités par ETP	91	96	93	102
Pourcentage d'oppositions :				
- admises en totalité	34 %	35 %	43 %	47 %
- admises partiellement	22 %	22 %	23 %	22 %
- confirmées	44 %	43 %	34 %	31 %
Ventilation de l'inventaire de travail				
- actif	14 470	13 365	14 603	16 992
- en suspens ²	37 829	21 977	20 667	21 540
Accise/TPS ³				
Reçues	4 293	4 154	3 728	2 430
Traitées	4 208	3 516	2 305	1 790
Dossiers traités (en % des dossiers reçus)	98 %	85 %	62 %	74 %
Inventaire de fermeture	5 184	5 099	4 461	3 033
ETP requis	155	128	120	68
Dossiers traités par ETP	27	27	19	26
Ventilation de l'inventaire de travail				
- actif	3 762	3 684	3 533	2 427
- en suspens ²	1 422	1 415	928	606
¹ Comprend un groupe de 13 507 dossiers portant sur l'imposition des versements d'aliment d'un enfant. ² En attente de conseils juridiques, de la décision du tribunal, etc. ³ Les données excluent la charge de travail et les ressources utilisées par le Ministère du revenu du Québec pour les activités reliées à la TPS.				

Annexe D-7 : Radiations de comptes irrécouvrables ¹ par catégorie de recettes

(en milliers de dollars)				
	Réel	Réel	Réel	Réel
	1994-1995	1993-1994	1992-1993	1991-1992
Impôt sur le revenu				
Impôt des particuliers	381 315	339 363	262 203	135 141
Impôt des sociétés	229 205	121 082	159 234	63 376
Retenues à la paye	116 259	126 994	135 545	68 071
Crédits d'impôt pour la recherche scientifique	586 249	62 346	26 095	158 889
Autres ²	3 278	648	2 587	1 165
Total des radiations	1 316 306	650 433	585 664	426 642
En % des rentrées totales nettes	1,02 %	0,55 %	0,49 %	0,35 %
Droits de Douanes, taxes provenant de l'Accise et de la TPS ³				
	88 517	13 869	26 384	
En % des rentrées totales nettes	0,33 %	0,05 %	0,10 %	

¹ Exclut les radiations non fiscales.
² Comprend l'impôt des non-résidents, l'impôt sur les revenus pétroliers, l'impôt sur les redevances pétrolières, et d'autres sommes de provenances diverses.
³ Les données antérieures à 1992-1993 ne sont pas disponibles.

Annexe D-8 : Dossiers de paye vérifiés, impôts supplémentaires établis

	Réel	Réel	Réel	Réel
	1994-1995	1993-1994	1992-1993	1991-1992
Dossiers vérifiés				
Impôts supplémentaires établis ¹ (en milliers de dollars)	343 298	286 943	310 508	320 275
ÉTP requis ²	318	323	357	384
Dossiers vérifiés par ÉTP	209	193	190	178
Impôts supplémentaires établis par dossier vérifié (en dollars)	5 170	4 593	4 592	4 676

¹ Les montants supplémentaires établis comprennent l'impôt fédéral et provincial, les cotisations au Régime de pensions du Canada et les cotisations à l'assurance-chômage.
² Les ÉTP requis comprennent les heures supplémentaires.

Annexe D-6 : Âge des comptes débiteurs au 31 mars 1995 par grande catégorie de recettes

122 (Revenu Canada)

le 31 mars 1995									
(en milliers de dollars)	Particuliers	%	Sociétés	%	Retenues sur la paie	%	TPS	%	Total
Moins de 1 000 \$	436 462	11	12 502	1	19 704	3	29 463	2	498 131
1 000 \$ à 9 999 \$	1 122 012	29	85 361	5	121 969	17	286 331	21	1 615 673
10 000 \$ à 49 999 \$	979 134	26	163 803	11	251 828	35	485 241	35	1 880 006
50 000 \$ à 99 999 \$	358 749	9	76 556	5	113 322	16	194 622	14	743 249
plus de 100 000 \$	957 550	25	1 203 853	78	207 981	29	387 585	28	2 756 969
Total	3 853 907		1 542 075		714 804		1 383 242		7 494 028

Annexe D-5 : Âge des comptes débiteurs par grande catégorie de recettes

le 31 mars 1994									
(en milliers de dollars)	Particuliers	%	Sociétés	%	Retenues sur la paie	%	TPS ¹	%	Total
Moins d'un an	1 753 644	49	940 348	61	286 874	41	S/O		2 980 866
1 à 2 ans	609 702	17	236 408	15	145 774	21	S/O		991 884
2 ans et plus	1 218 532	34	363 318	24	271 449	38	S/O		1 853 299
Total au 31 mars 1994	3 581 878		1 540 074		704 097				5 826 049

¹ Les données antérieures à 1994-1995 ne sont pas disponibles.

le 31 mars 1995									
(en milliers de dollars)	Particuliers	%	Sociétés	%	Retenues sur la paie	%	TPS	%	Total
Moins d'un an	2 161 041	56	949 980	62	277 805	39	294 215	21	3 683 041
1 à 2 ans	630 975	16	200 517	13	138 475	19	205 688	15	1 175 655
2 ans et plus	1 061 891	28	391 578	25	298 524	42	883 339	64	2 635 332
Total au 31 mars 1995	3 853 907		1 542 075		714 804		1 383 242		7 494 028

Annexe D-2 : Statistiques sur la charge de travail - Accise/TPS

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993
Tenue des comptes	460 000	460 000	319 609
Fermeture des cas de recouvrement	205 718	176 000	142 255

Annexe D-3 : Comptes débiteurs ¹ en fin d'exercice financier

(en milliers de dollars)		Réel 1994-1995	%	Réel 1993-1994	%	Réel 1992-1993	%
Impôt sur le revenu							
Solde impayé ²	6 363 142	100		6 610 356	100	6 658 047	100
Provision pour nouvelles cotisations créditives	(1 262 484)	19,9		(1 201 495)	18,2	(1 160 388)	17,4
Provision pour créances douteuses	(530 121)	8,3		(1 078 162)	16,3	(1 387 627)	20,9
Valeur de réalisation estimée	4 570 537	71,8		4 330 699	65,5	4 110 032	61,7
Levées des Douanes; Taxes d'accise et TPS ²							

¹ Exclut les montants qui ne sont pas dus en vertu de la législation sur les impôts contestés, et les recettes non fiscales à recevoir.
² Comprend les comptes recevables du crédit d'impôt pour la recherche scientifique et le développement expérimental qui s'élève à 50,7 millions de dollars en 1994-1995, à 602,9 millions de dollars en 1993-1994 et à 856,1 millions de dollars en 1992-1993.
³ Les données antérieures à 1994-1995 ne sont pas disponibles.

Annexe D-4 : Données sur le crédit d'impôt pour la recherche scientifique (CIRS) en fin d'exercice financier (31 mars)

(en milliers de dollars)							
				Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	
Solde total impayé	50 720	602 881	856 109				
Provision pour créances douteuses	(40 576)	(482 305)	(583 142)				
Valeur réalisable prévue	10 144	120 576	272 967				
Valeur des désignations à vérifier	0	48 096	49 346				

Annexe D-1 : Arrivages annuels et fermietures de comptes - Impôt sur le revenu¹

Arrivages annuels			
Nombre de comptes	Montant total (en milliers de dollars)	Fermietures annuelles	
375 695	4 803 903	4 839 883	4 782 546
5 117 212			
Recouvrements :			
- Nombre de comptes ⁴	99 850	98 555	113 255
- Montant total (en milliers de dollars)	3 815 765	3 483 869	3 380 488
Autres fermietures ² :			
- Nombre de comptes ⁴	264 206	251 065	288 502
- Montant total (en milliers de dollars)	915 370	906 949	874 394
Fermietures totales :			
- Nombre de comptes	364 056	349 620	401 757
- Montant total (en milliers de dollars)	4 731 135	4 390 818	4 254 882
ETP requis ³	2 202	2 121	2 006
Information sur le rendement			
- Fermietures totales			
(Nombre de comptes)	165	165	200
- Recouvrements par ETP			
(en milliers de dollars)	1 733	1 643	1 685
2 006			

¹ Comptes qui sont la responsabilité du bureau des services fiscaux (RBSF) seulement, sans les comptes de routine qui font l'objet d'avis informatisés de recouvrement et ne sont donc pas référés aux bureaux des services fiscaux. Les données excluent les activités reliées à la TPS par le Ministère du revenu du Québec.

² Les "Autres fermietures" comprennent les montants rayés comme irrécouvrables; et diverses autres mesures de disposition de comptes.

³ Les ETP requis comprennent les heures supplémentaires.

⁴ Les systèmes d'information améliorés ont fourni des données plus justes en 1993-1994. Les données réelles pour les années antérieures sont reformulées aux fins de comparaison; cependant, les montants de dollars correspondants sont inchangés.

Annexe C-14 : Renonciations et dispositions - Non-résidents

¹ Les ETP requis comprennent les heures supplémentaires.

Déclarations établies	251 665	S/O	S/O	S/O
Demandes de renseignements	186 638	S/O	S/O	S/O
ETP requis ¹	156	S/O	S/O	S/O
Réel	1994-1995	Réel	1993-1994	Réel
				1992-1993
				1991-1992

Annexe C-13 : Déclarations des non-résidents établies - Demandes de renseignements

¹ Les ETP requis comprennent les heures supplémentaires.

Renonciations et dispositions établies	22 420	S/O	S/O	S/O
ETP requis ¹	37	S/O	S/O	S/O
Réel	1994-1995	Réel	1993-1994	Réel
				1992-1993
				1991-1992

Annexe C-10 : Vérification internationale - Dossiers vérifiés, incidence fiscale

Dossiers vérifiés	Réel	Réel	Réel	Réel
1994-1995	1993-1994	1992-1993	1991-1992	
917	257	244	197	
Incidence fiscale totale ¹				
(en milliers de dollars)				
- comptabilisés sous d'autres programmes de vérification	500 700	188 750	132 625	147 175
- vérifications internationales	S/O	S/O	S/O	S/O
restreintes				
ETP requis ¹	82	66	56	47
Dossiers vérifiés par ETP	11	4	4	4

¹ Les ETP requis comprennent les heures supplémentaires.

Annexe C-11 : Autorité compétente - Dossiers examinés

Dossiers vérifiés	Réel	Réel	Réel	Réel
1994-1995	1993-1994	1992-1993	1991-1992	
240	S/O	S/O	S/O	
ETP requis ¹	13	S/O	S/O	

¹ Les ETP requis comprennent les heures supplémentaires.

Annexe C-12 : Vérification pour non-résidents - Dossiers vérifiés, incidence fiscale

Dossiers vérifiés	Réel	Réel	Réel	Réel
1994-1995	1993-1994	1992-1993	1991-1992	
6 378	5 909	5 115	3 454	
Incidence fiscale totale				
(en milliers de dollars) ¹	44 908	33 740	41 692	27 632
ETP requis ²	63	67	56	S/O
Dossiers vérifiés par ETP	101	88	91	S/O

¹ Les ETP requis comprennent les heures supplémentaires.

² Comprend les heures utilisées au tri et à la sélection, dans le cadre des vérifications, des dossiers qui présentent le plus grand risque de non-observation; les résultats des années précédentes ont été reformulés en conséquence.

Annexe C-9 : Enquêtes de la TPS

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992 ³
Cas d'enquête :				
Affaires classées sans renvoi au				
ministère de la Justice :				
- Enquêtes préliminaires	119	107	64	S/O
- Enquêtes intégrales	20	17	0	S/O
Somme partielle	139	124	64	S/O
Poursuites confiées au ministère de la Justice	69	15	4	S/O
Total des cas d'enquête	208	139	68	S/O
Poursuites terminées par le ministère de la Justice selon l'inventaire des affaires judiciaires ¹	43	15	2	S/O
Peines d'emprisonnement imposée par le tribunal	3	5	0	S/O
Récupérations :				
Amendes imposées par le tribunal (en milliers de dollars)	1 229	1 616	39	S/O
ÉTP correspondant aux cas d'enquête et aux poursuites	161	153	136	S/O
¹ Les poursuites terminées résultent de renvois courants et antérieurs au ministère de la Justice.				
² Les ÉTP requis comprennent le temps supplémentaire.				
³ En 1991-1992, première année pour la TPS, et, dans une certaine mesure, en 1992-1993, les activités portaient principalement sur l'élaboration de la charge de travail liée aux cas par suite des plaintes et des renvois.				

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Annexe C-7 : Vérification de bureau - Dossiers vérifiés, impôts supplémentaires susceptibles d'être établis

	Réel 1991-1992	Réel 1992-1993	Réel 1993-1994	Réel 1994-1995
Dossiers vérifiés	22 032	30 478	33 982	34 881
Incidences courantes (fédéral) (en milliers de dollars) :				
- Impôts supplémentaires susceptibles d'être établis (Incidence sur les recettes) (en milliers de dollars)	85 309	40 487	75 931	78 131
- Remboursements compensés/réduits (Incidence sur les dépenses) (en milliers de dollars)				
- Intérêts (en milliers de dollars)	8 910	11 029	16 397	25 229
- Pénalités (en milliers de dollars)	12 651	10 106	13 619	13 775
- Incidence future (fédéral) :				
- Valeur actuelle nette des impôts futurs susceptibles d'être établis (en milliers de dollars)	1 292	263	1 897	7 594
Total des incidences (fédéral) (en milliers de dollars)	109 213	62 553	108 723	127 027
Ajouter : Impôts provinciaux (en milliers de dollars) ²	10 706	10 108	13 887	18 402
Total - impôts supplémentaires (en milliers de dollars)	119 919	72 661	122 610	145 429
ÉTP requis ¹	190	223	274	327
Dossiers vérifiés par ÉTP	116	137	124	107
Total des incidences par dossier vérifié (en dollars)	5 443	2 384	3 608	4 169
¹ Les ÉTP requis comprennent les heures supplémentaires. ² Provinces participantes seulement.				

Annexe C-6 : Programme des non-déclarants - Déclarations obtenues, impôts supplémentaires susceptibles d'être établis

	Réel 1991-1992	Réel 1992-1993	Réel 1993-1994	Réel 1994-1995
Déclarations obtenues - déclenchées par les systèmes : - Intervention automatisée	230 865	262 124	300 636	262 720
Impôts supplémentaires établis (en milliers de dollars) ¹	11 526	(48 933)	(78 718)	(48 871)
Pénalités établies (en milliers de dollars)	12 881	11 418	10 647	12 445
Total établi (en milliers de dollars)	24 407	(37 515)	(68 071)	(36 426)
Déclarations obtenues - Déclenchées par le système : - Intervention manuelle - Projets d'identification	114 541	131 135	172 913	178 846
51 714	37 735	35 452	230 560	147 827
Nombre total de déclarations obtenues	133 910	152 010	203 057	229 406
Impôts supplémentaires établis (en milliers de dollars) ¹	26 686	27 365	69 246	70 656
Pénalités établies (en milliers de dollars)	160 596	179 375	272 303	300 062
Total établi (en milliers de dollars)	403	424	465	616
Déclarations obtenues par ETP	367	398	448	374
Total établi par déclaration obtenue par le biais de contacts faits par les employés (en dollars)	1 086	1 062	1 307	1 301
Nombre total de déclarations obtenues	378 692	430 994	509 001	493 280
Total supplémentaire établi (en milliers de dollars)	145 436	103 077	124 339	180 535
Total des pénalités établies (en milliers de dollars)	39 567	38 783	79 893	83 101
Total établi (en milliers de dollars)	185 003	141 860	204 232	263 636
Impôts établis par déclaration obtenue pour le programme (en dollars)	489	329	401	534
Nombre de poursuites complétées Amendes imposées (en milliers de dollars)	1 122	998	925	1 728
1 278	789	973	1 278	842

¹ Comprend les impôts fédéral et provinciaux.

² Les ETP requis comprennent les heures supplémentaires et les activités de dépistage.

Annexe C-5 : Évasion fiscale - Dossiers vérifiés, impôts supplémentaires susceptibles d'être établis

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	Réel 1991-1992	Réel 1992-1993	Réel 1993-1994	Réel 1994-1995	
Dossiers vérifiés	1 663	1 955	1 089	2 108	
Incidences courantes (fédéral)					
(en milliers de dollars) :					
- Impôts supplémentaires					
susceptibles d'être établis					
(Incidence sur les recettes)					
- Remboursements compensés/ réduits (Incidence sur les	113 832	116 916	223 685	190 858	
dépenses)					
- Intérêts susceptibles d'être	8 617	19 411	19 771	4 409	
établis					
- Pénalités susceptibles d'être	53 445	98 579	166 403	82 576	
établis					
établies	1 273	3 930	25	15 297	
Incidences futures (fédéral)					
(en milliers de dollars) :					
- Valeur actuelle nette des impôts					
futurs susceptibles d'être établis	44 790	33 797	43 814	84 290	
Total des incidences (fédéral)	221 957	272 633	453 698	377 430	
Ajouter : Impôts provinciaux					
(en milliers de dollars) ²	13 389	24 478	31 955	37 907	
Total - impôts supplémentaires					
(en milliers de dollars)	235 346	297 111	485 653	415 337	
ETP requis ¹	130	125	131	139	
Dossiers vérifiés par ETP	13	16	8	15	
Total des incidences par					
dossier vérifié (en dollars)	141 519	151 975	445 962	197 029	
¹ Les ETP requis comprennent les heures supplémentaires.					
² Provinces participantes seulement.					

Annexe C-4 : Recherche scientifique et développement expérimental et autres programmes de stimulation fiscale - Dossiers vérifiés, impôts supplémentaires susceptibles d'être établis

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Dossiers vérifiés ¹	8 936	6 804	4 538	4 464
Incidences courantes (fédéral) (en milliers de dollars) :				
- Impôts supplémentaires susceptibles d'être établis (Incidence sur les recettes)	77 576	36 907	33 095	25 263
- Remboursements compensés/réduits (Incidence sur les dépenses)	53 515	31 777	15 136	12 338
- Intérêts susceptibles d'être établis	2 324	296	12 810	331
- Pénalités susceptibles d'être établis	2	1	2 539	3
Incidence future (fédéral) (en milliers de dollars) :				
- Valeur actuelle nette des impôts futurs susceptibles d'être établis	15 846	6 416	652	(3 132)
Total des incidences (fédéral) ¹	149 263	75 397	64 232	34 803
Ajouter : Impôts provinciaux susceptibles d'être établis (en milliers de dollars) ³	117	152	(338)	510
Total - impôts supplémentaires (en milliers de dollars)	149 380	75 549	63 894	35 313
ETP requis ²	386	322	264	239
Dossiers vérifiés par ETP	23	21	17	19
Total des incidences par dossier vérifié (en dollars)	16 717	11 104	14 080	7 911

¹ La valeur actuelle nette des impôts supplémentaires susceptibles d'être établis pour 1993-1994 dans le Budget des dépenses principal de 1995-1996 aurait dû s'élever à 6 416 plutôt qu'à 75 100.

² Les ETP requis comprennent les heures supplémentaires.

³ Provinces participantes seulement.

	Réel ¹	Réel	Réel ²
Vérifications des paiements anticipés :			
Vérifications effectuées	21 146	28 862	47 349
Recette nettes établies			
(en milliers de dollars)	111 000	217 000	234 000
ÉTP requis ³	263	376	481
Recettes nettes établies par			
vérification (en milliers de			
dollars)	5 249	7 519	4 942
Vérifications a posteriori :			
Vérifications effectuées	28 445	33 392	37 601
Recettes nettes établies			
(en milliers de dollars)	403 000	396 000	231 000
ÉTP requis ³	1 267	1 166	1 054
Recettes nettes établies par			
vérification (en milliers de			
dollars)	14 168	11 859	6 143
Total des vérifications :			
Vérifications effectuées	49 591	62 254	84 950
Recettes nettes établies			
(en milliers de dollars)	514 000	613 000	465 000
ÉTP requis ³	1 530	1 542	1 535
Recettes nettes établies par			
vérification (en milliers de			
dollars)	10 365	9 847	5 474
Taux de couverture ⁴	3,2 %	4,2 %	6,1 %
S/O			

¹ Les données pour 1992-1993 et les années suivantes excluent les vérifications effectuées et les ressources utilisées par le Ministère du revenu du Québec pour l'administration de la TPS dans la province de Québec, et par le bureau de liaison régional de l'Accise/TPS au Québec.

² Les remboursements sur les stocks - TVF - un programme unique dans le cadre de la transition de la TVF à la TPS qui constituait une grande partie des activités de vérification en 1991-1992. Comprend également les vérifications effectuées et les ressources utilisées dans la province de Québec, puisque Revenu Canada était responsable de l'administration de la TPS en 1991-1992.

³ Les ÉTP requis comprennent les heures supplémentaires.

⁴ Le taux de couverture est le nombre de vérifications de la TPS divisé par le nombre d'inscrits aux fins de la TPS.

**Annexe C-2 : Petites et moyennes entreprises - Vérifications de bureau -
Dossiers vérifiés, impôts supplémentaires susceptibles d'être établis**

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Dossiers vérifiés ¹	38 416	40 138	38 531	35 814
Incidences courantes (fédéral) (en milliers de dollars) :				
- Impôts supplémentaires susceptibles d'être établis (Incidence sur les recettes)	353 515	389 036	368 484	338 066
- Remboursements compensés/réduits (Incidence sur les dépenses)	65 153	61 449	58 364	59 518
- Intérêts susceptibles d'être établis - Pénalités susceptibles d'être établis	73 900	109 089	132 477	139 729
Incidence future (fédéral) (en milliers de dollars) :				
- Valeur actuelle nette des impôts futurs susceptibles d'être établis	122 993	138 178	126 750	115 717
Total des incidences (fédéral) Ajouter : Impôts provinciaux susceptibles d'être établis (en milliers de dollars) ³	628 865	709 068	699 619	662 452
Total - impôts supplémentaires (en milliers de dollars)	710 904	796 173	782 981	740 005
ÉTP requis ²	2 025	1 926	1 812	1 797
Dossiers vérifiés par ÉTP Total des incidences par dossier vérifié (en dollars)	19	21	21	20
18 505	19 836	20 321	20 662	
Les données concernant les années antérieures ont été rajustées pour inclure les dossiers vérifiés qui étaient dans le passé				
renvoyés à d'autres secteurs aux fins d'une nouvelle collation.				
Les ÉTP requis comprennent les heures supplémentaires.				
Provinces participantes seulement.				

Annexe C-1 : Grandes entreprises - Dossiers vérifiés, impôts supplémentaires susceptibles d'être établis

	Réel 1991-1992	Réel 1992-1993	Réel 1993-1994	Réel 1994-1995	Dossiers vérifiés ¹
Incidence courantes (fédéral)	2 132	2 396	2 650	2 701	
(en milliers de dollars) :					
- Impôts supplémentaires					
susceptibles d'être établis					
(Incidence sur les recettes)	495 351	420 164	554 358	523 462	
- Remboursements compensés/réduits					
(Incidence sur les dépenses)	576 003	506 265	446 006	391 708	
- Intérêts susceptibles d'être établis	404 227	354 741	328 876	293 719	
- Pénalités susceptibles d'être établis	13 238	3 993	3 693	1 646	
Incidence future (fédéral)					
(en milliers de dollars) :					
- Valeur actuelle nette des impôts					
futurs susceptibles d'être établis	359 100	400 920	499 204	622 487	
Total des incidences (fédéral)	1 847 919	1 686 083	1 832 137	1 833 022	
Ajouter : Impôts provinciaux					
susceptibles d'être établis					
(en milliers de dollars) ³	35 153	22 042	49 579	29 225	
Total - impôts supplémentaires					
(en milliers de dollars)	1 883 072	1 708 125	1 881 716	1 862 247	
ETP requis ²	570	639	678	669	
Dossiers vérifiés par ETP	4	4	4	4	
Total des incidences par dossier vérifié (en dollars)	883 242	712 907	710 082	689 466	
¹ Les données concernant les années antérieures ont été rajustées pour inclure les dossiers vérifiés qui étaient dans le passé renvoyés à d'autres secteurs aux fins d'une nouvelle cotisation.					
² Les ETP requis comprennent les heures supplémentaires.					
³ Provinces participantes seulement.					

Annexe B-5 : Etablissement de la politique interprétative et appels

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Interprétations de la politique - LMSI	614	422	439	308
ETP requis	44	42	55	39
Production par ETP	14	10	8	8
Interprétations de la politique - Valeur	167	236	256	245
ETP requis	8	8	9	8
Production ETP	21	30	28	31
Interprétations de la politique -	14 109	14 562	12 731	13 167
ETP requis	46	36	42	50
Production par ETP	307	405	303	263
Appels des décisions tarifaires et des cotisations	10 596	14 784	12 690	9 263
ETP requis	61	70	59	74
Production par ETP	174	211	215	125
Décisions arbitrales concernant les saisies	6 569	6 777	5 692	3 652
ETP requis	59	54	46	34
Production par ETP	111	126	124	107

Annexe B-6 : Interprétations de la politique et appels - Acceptation des décisions finales du Ministère ¹

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Acceptées	94,2	96,6	95,5	97,8
Maintenues par un organisme extérieur	2,6	1,7	3,0	1,0
Renversées par un tribunal extérieur	3,2	1,7	1,5	1,2

¹ Comprend les décisions dont il peut en être appelé à un organisme extérieur lorsque la décision finale du Ministère ne correspond pas totalement à l'affirmation de l'appelant.

Annexe B-3 : Saisies et confiscations liées aux produits du tabac et de l'alcool, aux drogues et aux activités frauduleuses

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Fraudes - Saisies et confiscations	350	306	325	169
- Volume				
- Valeur (en millions de dollars)	40	68	21	32
Amendes imposées par la Cour	130	180	211	271
- Volume				
- Valeur (en millions de dollars)	2,4	2	2	1
Saisies de drogues	2 650	2 331	2 375	2 125
- Volume				
- Valeur (en millions de dollars)	840	1 500	517	716
Saisies de produits du tabac	6 700	14 231	20 535	9 567
- Volume				
- Valeur (en millions de dollars)	1	4,1	6	4
Saisies de produits de l'alcool	11 700	14 876	16 797	23 000
- Volume				
- Valeur (en millions de dollars)	5,5	3	4	2

Annexe B-4 : Rendement et Rajustements

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Déclarations de marchandises examinées	1 812 331	1 726 346	1 839 664	1 727 000
ETP requis	204	214	263	319
Production par ETP	8 884	8 067	6 995	5 414
Demandes de rajustements traitées	405 215	471 200	478 189	542 979
ETP requis	713	708	736	896
Production par ETP	568	666	650	606

Annexe B-1 : Statistiques sur les voyageurs

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Voyageurs traités	103 831 402	107 847 881	119 872 262	127 785 496
ETP requis	S/O	2 753	2 871	2 895
- Voyageurs traités par ETP	S/O	39 175	41 753	44 140
Voyageurs renvoyés à l'examen secondaire des Douanes	5 034 527	2 441 079	5 656 077	6 386 752
%	4,8	2,3	4,7	5,0
Nombre de mesures d'exécution	116 645	158 731	182 768	198 215
Coefficient % entre les mesures d'exécution et les renvois à l'examen secondaire des Douanes	2,3	6,5	3,2	3,1

Annexe B-2 : Statistiques commerciales

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Déclarations d'entrée commerciale et documents de mainlevée	16 770 000	15 145 961	40 064 648	40 453 993
ETP requis	S/O	1 699	1 835	1 880
- Déclarations d'entrée commerciale traitées par ETP	S/O	8 915	21 834	21 518
Examens secondaires	334 200	612 151	634 067	568 149
Nombre de mesures d'exécution	52 500	35 117	37 555	42 833
Documents postaux émis	2 013 000	2 221 245	2 314 000	2 004 365
ETP requis	S/O	193	200	584
- Documents postaux émis par ETP	S/O	11 509	11 570	3 432
Nombre de mesures d'exécution	43 376	43 199	40 164	26 957

1 Depuis 1993-1994, les «déclarations d'entrée commerciale et documents de mainlevée traités» ne comprennent que les documents de comptabilité et de mainlevée traités. Avant 1993-1994, les documents fret sont compris dans les statistiques.

Annexe A-6 :
Rapprochement des déclarations, impôts supplémentaires
établis

	Réel 1994-1995	Réel 1993-1994	Réel 1992-1993	Réel 1991-1992
Rapprochement manuel et assisté par ordinateur :				
Déclarations examinées	1 122 988	1 081 000	579 903	511 601
Impôts fédéraux supplémentaires				
établis (en milliers de dollars)	129 752	137 050	114 705	95 370
ÉTP requis ¹	137	224	119	93
Déclarations examinées par ÉTP	8 197	4 826	4 873	5 501
Impôts provinciaux supplémentaires	64 900	68 535	57 352	47 684
établis (en milliers de dollars)				
Rapprochement totalement automatisé :				
Déclarations réétablies	229 180	252 500	306 712	120 232
Impôts fédéraux supplémentaires				
établis (en milliers de dollars)	14 020	14 340	15 480	19 722
Impôts provinciaux supplémentaires				
établis (en milliers de dollars) ²	7 015	7 175	7 740	9 861
¹ Les ÉTP requis comprennent les heures supplémentaires.				
² Provinces participantes seulement.				

Annexe A-3 : Déclarations d'impôt sur le revenu

Déclarations (en milliers)				
Réel	Réel	Réel	Réel	Réel
1994-1995	1993-1994	1992-1993	1991-1992	
Déclarations T1 des particuliers traitées	20 720	20 313	19 792	19 604
Déclarations T2 des sociétés traitées				
Déclarations T3 des fiducies traitées	1 053	979	985	950
Déclarations spéciales et autorisations requises traitées	155	154	122	136
Total des déclarations traitées	22 085	21 603	21 103	21 027
ETP requis ¹	2 221	2 545	2 696	2 875
Déclarations traitées par ETP	9 944	8 488	7 828	7 314

¹ Les ETP requis comprennent les heures supplémentaires.

Annexe A-4 : Inscriptions à la TPS et traitement de la TPS - Principaux extrants

Principaux extrants (en milliers)				
Réel	Réel	Réel	Réel	Réel
1994-1995	1993-1994	1992-1993	1991-1992	
Bassin des inscrits	2 032	1 956	1 874	1 779
Déclarations et versements	7 500	7 190	6 600	5 557

Annexe A-5 : Redressements demandés par les clients par genre

Rajustements (en milliers)				
Réel	Réel	Réel	Réel	Réel
1994-1995	1993-1994	1992-1993	1991-1992	
Redressements des déclarations T1 des particuliers	2 944	3 371	2 989	3 476
Redressements des déclarations T2 des sociétés	173	218	249	208
Redressements des déclarations T3 des fiducies	20	19	17	19
Total des redressements	3 137	3 608	3 255	3 703
ETP requis ¹	884	996	1 038	1 031
Redressements traités par ETP	3 549	3 622	3 136	3 592

¹ Les ETP requis comprennent les heures supplémentaires.

A. Aide aux clients et établissement des cotisations

Annexe A-1 : Demandes de renseignements du public - Impôt sur le revenu

Demandes de renseignements	Réel	Réel	Réel	Réel
(en milliers)	1994-1995	1993-1994	1992-1993	1991-1992

Demandes de renseignements par téléphone :				
- Générales ¹	11 404	11 415	10 525	8 468
- Concernant les remboursements	2 548	2 998	4 171	4 000
Demandes de renseignements au comptoir	2 426	2 002	1 889	1 856
Demandes de renseignements par correspondance ²	2 080	143	123	119
Total des demandes de renseignements	18 458	16 558	16 708	14 443

ETP requis ³	1 876	1 808	1 966	1 669
Demandes de renseignements traitées par ETP	9 839	9 158	8 498	8 654

- ¹ Cette catégorie inclut les demandes de renseignements additionnelles sur la prestation fiscale pour enfants, commençant en 1992-1993.
- ² Correspond à une augmentation unique au chapitre des demandes de renseignements en rapport à l'élimination de l'exemption pour gains en capital en vigueur depuis 1994-1995.
- ³ Les ETP requis comprennent les heures supplémentaires.

Annexe A-2 : Information des clients - TPS - principaux extrants

Renseignements (en milliers)	Réel	Réel	Réel	Réel
1994-1995	1993-1994	1992-1993	1991-1992	
Demandes de renseignements par téléphone	1 870	1 726	1 626	2 883
Demandes de renseignements par correspondance	13	12	14	20
Entrevues au bureau	171	175	147	224

D. Recouvrements des recettes

119	Arrivages annuels et fermietures de comptes - Impôt sur le revenu
120	Statistiques sur la charge de travail - Accise/TPS
120	Comptes débiteurs en fin d'exercice financier
120	Données sur le crédit d'impôt pour la recherche scientifique
120	(CIRS) en fin d'exercice financier (31 mars)
121	Âge des comptes débiteurs par grande catégorie de recettes
121	Âge des comptes débiteurs au 31 mars 1995 par grande
122	catégorie de recettes
123	Radiations de comptes irrécouvrables par catégorie de recettes
123	Dossiers de paye vérifiés, impôts supplémentaires établis

E. Appels

124	Oppositions relatives à l'impôt sur le revenu et l'Accise/TPS
125	Pourcentage d'oppositions résolues non portées en appel à la Cour
125	canadienne de l'impôt ou au Tribunal canadien du commerce extérieur
126	Appels réglés devant les tribunaux relatifs à l'impôt sur le
126	revenu et à la TPS
127	Jugements (Cour canadienne de l'impôt et Tribunal international
127	du commerce extérieur)
127	Déterminations RPC/AC
128	Réexamen des déterminations sans recours ultérieur à la
128	Cour canadienne de l'impôt
128	Appels RPC/AC devant les tribunaux
128	Jugements RPC/AC

C. Autres renseignements (suite)

2. Renseignements sur les résultats

A. Aide aux clients et établissement des cotisations

102 Demandes de renseignements du public - Impôt sur le revenu
102 Information des clients - TPS - principaux extrants
103 Déclarations d'impôt sur le revenu
103 Inscriptions à la TPS et traitement de la TPS - Principaux extrants
103 Redressements demandés par les clients par genre
104 Rapprochement des déclarations, impôts supplémentaires établis

B. Services frontaliers des douanes et application des politiques commerciales

105 Statistiques sur les voyageurs
105 Statistiques commerciales
106 Saïses et confiscations liées aux produits du tabac et de l'alcool,
106 aux drogues et aux activités frauduleuses
106 Rendement et Rajustements
106 Etablissement de la politique interprétative et appels
107 Interprétation de la politique et appels - Acceptation des
107 décisions finales du Ministère

C. Vérification et exécution

108 Grandes entreprises - Dossiers vérifiés, impôts supplémentaires
susceptibles d'être établis
109 Petites et moyennes entreprises - Dossiers vérifiés, impôts
supplémentaires susceptibles d'être établis
109 Petites et moyennes entreprises - Vérifications de la TPS -
Dossiers vérifiés, Revenus supplémentaires établis
110 Recherche scientifique et développement expérimental et autres
programmes de stimulation fiscale - Dossiers vérifiés, impôts
supplémentaires susceptibles d'être établis
111 Evasion fiscale - Dossiers vérifiés, impôts supplémentaires
susceptibles d'être établis
112 Programme des non-déclarants - Déclarations obtenues,
impôts supplémentaires susceptibles d'être établis
113 Vérification de bureau - Dossiers vérifiés, impôts
supplémentaires susceptibles d'être établis
114 Enquêtes sur l'imposition et vérifications du Programme
spécial d'exécution
115 Enquêtes de la TPS
116 Vérification internationale - Dossiers vérifiés, incidence fiscale
117 Autorité compétente - Dossiers examinés
117 Vérification pour non-résidents - Dossiers vérifiés, incidence fiscale
118 Déclarations des non-résidents établies - Demandes de renseignements
118 Renonciations et dispositions - Non-résidents

Remarques au tableau 55 : État des comptes recevables à la fin de l'exercice financier

1. Exclut les montants aux termes des dispositions sur les impôts contestés de la *Loi de l'impôt sur le revenu* (section 225.1(6)) (2 554,3 millions de dollars au 31 mars 1995 et 2 658,4 millions de dollars au 31 mars 1994).
2. Exclut le paiement anticipé de la prestation fiscale pour enfants (PFE) et le crédit pour taxe sur les produits et services (CTPS).
3. Comprend la taxe de 3 209 694 \$ de la Partie VII au 31 mars 1995 (4 892 436 \$ au 31 mars 1994) qui est remboursable lorsque des crédits d'impôt à l'investissement ou des crédits d'impôt à l'achat d'actions sont produits par la société.
4. Représente les «déclarations établies» en vertu de la *Loi de l'impôt sur le revenu* en rapport avec les dépenses de projets pour recherche scientifique qui n'ont pas été acceptées comme crédits d'impôt en vertu des mesures législatives portant sur le CIRS.
5. Comprend un montant prévu 127 944 894 \$ en cotisations à l'assurance-chômage au 31 mars 1995, et de 126 985 964 \$ au 31 mars 1994.
6. Comprend les taxes et les pénalités établies en vertu des séries de déclarations T3-T4-T5.
7. Exclut les «paiements non identifiés». Ce sont des fonds qui sont payés par les contribuables sans la disposition portant sur l'identité du contribuable. Les fonds sont placés dans des comptes d'attente. Les comptes recevables sont surestimés par un montant que l'on ne peut déterminer. Il en importe peu, toutefois, puisque le montant total des comptes d'attente au 31 mars 1995 s'élevait à 7 244 635 \$, et à 5 095 716 \$ au 31 mars 1994 (particuliers, déductions à la source et sociétés).

Tableau 55 : État des comptes recevables à la fin de l'exercice financier ¹

Recettes fiscales recevables	le 31 mars 1995 (en milliers de dollars)	le 31 mars 1994 (en milliers de dollars)		
			Impôt sur le revenu ¹⁻⁻	Particuliers ²
			Sociétés ³	
			Crédit d'impôt pour la recherche scientifique ⁴	
			Retenues d'impôt ⁵	
			Non-résidents	
			Divers ⁶	
			Impôt pour la convention de retraite	
			Taxes énergétiques	
			Revenus pétroliers	
			Redevances pétrolières	
			Taxes et droits d'accise/TPS	
			Droits de douane	
Total des recettes fiscales recevables	8 302 941	8 267 192		
Divers (recettes non fiscales)	214 366	81 102		
Total des comptes à recevoir ⁷	8 517 307	8 348 294		

¹ Des renseignements supplémentaires sur les comptes recevables sont fournis aux pages 120 à 123.

Remarques au tableau 54 : État des recouvrements par Revenu Canada au cours des exercices 1994-1995 et 1993-1994

1. Comprend les versements de prestation fiscale pour enfants (PFE) de 5 286 295 027 \$ (en 1993-1994, les versements de PFE s'élevaient à 5 195 704 499 \$) et les versements de crédit pour taxe sur les produits et services (TPS) de 2 815 611 735 \$ (en 1993-1994, les versements de crédit pour TPS s'élevaient à 2 685 232 413 \$).
2. Comprend les contributions au Régime de pensions du Canada et les cotisations d'assurance-chômage; les recettes en 1994-1995 comprennent les versements faits par l'employeur de 112 625 054 000 \$ et les versements directs de 18 763 570 000 \$.
3. Comprend les recettes provenant de fiducies et de successions, et de déclarations spéciales qui n'ont pas été traitées par les systèmes réguliers.
4. L'impôt provincial sur le revenu est alloué à partir du recouvrement des impôts sur les particuliers et sur les sociétés.
5. Les autres impôts provinciaux comprennent les taxes de vente, les taxes sur le tabac et l'alcool, de même que les droits à l'exportation de produits de bois d'œuvre perçus pour le compte des provinces.
6. Les contributions au Régime de pensions du Canada et aux cotisations d'assurance-chômage sont allouées à partir du recouvrement des impôts sur les particuliers.
7. Les recouvrements nets pour 1993-1994 correspondent aux nouveaux chiffres publiés dans les comptes publics de 1994-1995. Les chiffres de l'impôt sur le revenu diffèrent de ceux publiés dans les comptes publics de 1993-1994 et dans le Budget des dépenses principal de 1995-1996 car ils correspondent à un redressement d'affectation des remboursements.

C. Autres renseignements

1. Recouvrements des recettes

Tableau 54 : État des recouvrements des recettes par Revenu Canada au cours des exercices 1994-1995 et 1993-1994

96 (Revenu Canada)

Source du revenu	(en milliers de dollars)			
	1994-1995	1994-1995	1994-1995	1993-1994
Impôt sur le revenu	131 388 624	18 576 562	112 812 062	105 152 074
Particuliers ²				
Sociétés	18 133 851	3 626 163	14 507 688	10 935 242
Non-résidents	1 472 367	32 959	1 439 408	1 270 906
Impôt sur le revenu pétrolier		25	(25)	(33 520)
Impôt sur les redevances				
Impôt sur le revenu pétrolier	4 282	43 424	4 282	4 829
Divers ³				
Droits et taxes d'accise	372 978		329 554	320 560
Taxe sur les produits et services				
(TPS)	36 660 833	19 929 230	16 731 603	15 640 162
Droits d'importation des douanes	4 289 814	713 041	3 576 773	3 652 515
Taxes de vente	1 276	93 428	(92 152)	(61 550)
Carburant moteur	3 817 485	(2 027)	3 819 512	3 667 682
Droits d'accise	2 334 638	308	2 334 330	1 872 631
Autres taxes d'accise	789 008	127 115	661 893	1 837 560
Autre				
Droits à l'exportation des produits de bois d'oeuvre	110		110	648
Taxe sur le transport aérien	588 807		588 807	530 023
Taxe de vente provinciale, taxe sur tabac et alcool	8 705	8 705		9 252
Recettes non fiscales	211 220		211 220	170 601
Total des recettes	200 073 998	43 140 228	156 933 770	144 969 615
Répartition des rentrées				
Fédéral	92 813 357	22 279 133	70 534 224	62 534 337
Impôt sur le revenu				
Taxe sur les produits et services	36 660 833	19 929 230	16 731 603	15 640 162
Autres taxes, droits et recettes non fiscales	12 032 248	931 865	11 100 383	11 669 462
Provincial	28 724 832		28 724 832	27 521 776
Impôt sur le revenu ⁴				
Autres taxes ⁵	8 815		8 815	9 900
Cotisations au Régime de pensions du Canada ⁶	10 463 822		10 463 822	8 922 456
Cotisations à l'Assurance-chômage ⁶	19 370 091		19 370 091	18 671 522
Total des recettes réparties	200 073 998	43 140 228	156 933 770	144 969 615
Rentrées brutes	1994-1995	1994-1995	1994-1995	1993-1994
Rentrées		Remboursements, drawbacks et crédits ¹	Rentrées nettes	Rentrées nettes ⁷

○ Examen du Programme de recouvrement de la taxe de vente provinciale (PRTVP) et du Système de traitement des déclarations des voyageurs (STDV) : Les activités d'examen portaient sur les procédures et les systèmes mis en place pour le calcul, le recouvrement, la déclaration et le versement des recettes aux provinces, ainsi que sur le traitement des remboursements et l'application des dispositions en matière de recouvrement des coûts. Les améliorations apportées augmentent l'efficacité et l'efficience futures de l'administration du programme de recouvrement.

Pour appuyer la culture d'amélioration continue du Ministère et maintenir son engagement en matière d'excellence du service, certains examens sont en cours; il s'agit de structures d'évaluation et de l'élaboration d'indicateurs de performance et de qualité du service pour de nouvelles initiatives comme le CANPASS, l'initiative de services communs avec l'Agriculture et le Système intégré d'exécution des Douanes. De plus, le Ministère examine ses procédures d'examen interne afin que les gestionnaires de tous les niveaux de l'organisation disposent des renseignements sur la performance des programmes et sur l'assurance de la qualité du service dont ils ont besoin pour prendre des décisions éclairées et bien s'acquitter de leurs responsabilités.

- Revue du traitement des déclarations TI de 1994 : La revue a permis à la direction aux niveaux de l'Administration centrale et des bureaux locaux d'obtenir des renseignements sur la qualité de l'établissement des cotisations des TI et du traitement des redressements demandés par les contribuables. Elle a aussi permis de déterminer les genres d'erreurs faites par le Ministère et par les clients, erreurs qui peuvent être analysées et prises en considération aux fins de l'amélioration des programmes. La procédure a favorisé la créativité et l'amélioration dans la prestation de services efficaces et de qualité à la clientèle.
- Stratégie canadienne antidrogue : L'étude a permis de conclure que les initiatives du Ministère en matière d'exécution de la législation sur la drogue étaient de plus en plus efficaces, surtout en raison des ressources obtenues dans le cadre de la Stratégie canadienne antidrogue.
- Initiative de lutte anticontrebande : La structure d'évaluation élaborée a servi de méthode de contrôle des activités des programmes et d'outil de communication à la haute direction. Une évaluation à ce sujet sera effectuée en 1995-1996.
- Nouvelles procédures d'échantillonnage pour l'inventaire du contrôle du fret : Un examen visant une nouvelle approche d'échantillonnage pour contrôler le déplacement au Canada du fret commercial en douane a été amorcé. L'examen a montré que les objectifs de réduction des coûts du programme ont été atteints et qu'il n'y a pas eu d'augmentation des risques pour le contrôle du fret commercial à la suite de l'adoption d'une méthode d'échantillonnage pour le contrôle de l'inventaire du fret.
- Politique en matière de sécurité du gouvernement : Les objectifs de cet examen étaient de déterminer dans quelle mesure les normes établies dans la politique avaient été mises en oeuvre au Ministère; de trouver des moyens d'améliorer la gestion des risques de sécurité; et de faciliter l'unification administrative de la fonction de sécurité. Dans l'ensemble, les normes étaient appliquées, et les mesures nécessaires ont été prises depuis dans les secteurs requérant une attention spéciale.
- Examen du traitement des déclarations des voyageurs : Les objectifs de cet examen visaient à fournir une évaluation sur la conformité de l'application des procédures et des politiques concernant les voyageurs. Certaines pratiques exemplaires déterminées lors des visites des bureaux locaux et portées à l'attention de la direction ont permis d'apporter des changements dans d'autres régions. L'adaptation de ces pratiques devrait améliorer le service au public et le contrôle des opérations.

3. Efficacité des programmes

Le niveau et l'étendue des examens des programmes effectués par Revenu Canada améliorèrent sa capacité de faire face à de grands risques et de relever des défis opérationnels, afin de garantir une réalisation efficiente et efficace des programmes et de maintenir des normes strictes pour ce qui est de la qualité du service à la clientèle. Voici un aperçu des initiatives et des examens les plus importants entrepris par le Ministère :

- Examen du numéro d'entreprise : Un examen détaillé sur le projet pilote et sur la mise en oeuvre nationale précocée d'un programme visant à remplacer plusieurs numéros d'identification avec le numéro d'entreprise pour chaque client dans quatre des programmes principaux de Revenu Canada a été effectué. L'examen portait sur l'identification et la minimisation de tout risque associé à la mise en oeuvre nationale du programme. Les objectifs initiaux ont été atteints avec succès.
- Initiatives de contrôle des armes à feu prises par Revenu Canada : Une structure d'évaluation a été élaborée afin de contrôler et de mesurer l'efficacité de ces mesures.
- Centre d'exploitation des systèmes et de soutien de systèmes de la région du Pacifique : Les objectifs de cette évaluation visaient à déterminer les avantages possibles d'un centre d'exploitation des systèmes décentralisé, ainsi que la nécessité d'une organisation régionale de soutien de systèmes. Les résultats de l'examen ont contribué à des projets de restructuration future au Ministère dans le secteur de la technologie de l'information.
- Centre téléphonique de la perception de la TPS à Sudbury : Cet examen a permis d'évaluer le succès du projet pilote et d'appliquer les connaissances acquises à d'autres secteurs de l'activité de recouvrement. Les résultats de l'étude montrent que les contacts téléphoniques hâtifs avec les inscrits contrevenants ont eu un effet positif en augmentant le niveau d'observation pendant la période de vérification.
- Remboursement de la TPS aux visiteurs : L'objectif principal était d'examiner l'activité de cotisation du Programme de remboursement de la TPS aux visiteurs et les conséquences que les différentes options de sélection des demandes aux fins de la cotisation auraient sur le niveau de risque pour les recettes. L'étude a montré que le niveau de risque est surtout fonction de la valeur de la demande initiale et a confirmé que la procédure de cotisation est rentable dans tous les cas sauf pour les demandes visant des sommes peu élevées.

Tableau 53 : Comparaison du budget des dépenses principal en 1994-1995 (Équivalents temps plein)

Nouvelle structure - Programme du Revenu national							
Structure précédente	Aide aux clients et établissement des cotisations	Services frontaliers des Douanes et application des politiques commerciales	Vérification et exécution	Recouvrements des recettes	Appels	Administration et technologie de l'information	Total
Programme de l'Impôt							
Aide aux clients et établissement des cotisations	9 637						9 637
Programmes d'observation postcotisation			5 438				5 438
Recouvrements des recettes			551	4 785			5 336
Appels					912		912
Administration et services informatiques						4 711	4 711
Total	9 637	-	5 989	4 785	912	4 711	26 034
Programme de Douanes et Accise							
Accise	2 185		1 800		178	316	4 479
Douane		7 469				865	8 334
Administration ministérielle	49					1 214	1 263
Total	2 234	7 469	1 800	-	178	2 395	14 076
Total du Ministère	11 871	7 469	7 789	4 785	1 090	7 106	40 110

c. Comparaison sur la structure des programmes et des activités

Alors que les montants des dépenses réelles et du Budget des dépenses principal pour 1994-1995 sont conformes aux renseignements qui se trouvent dans les comptes publics de 1994-1995 pour le Revenu national, la distribution par Activité a été reformulée selon les changements du cadre de planification opérationnelle du Ministère qui ont été approuvés. Les tableaux font une comparaison entre l'ancienne et la nouvelle structure des programmes.

Tableau 52 : Comparaison du budget des dépenses principal en 1994-1995 (en milliers de dollars)

Nouvelle structure - Programme du Revenu national								
Structure précédente	Aide aux clients et établissement des cotisations	Services frontaliers des Douanes et application des politiques commerciales	Vérification et exécution	Recouvrements des recettes	Appels	Administration et technologie de l'information	Total du budget des dépenses	Total réel
Programme de l'Impôt								
Aide aux clients et établissement des cotisations	425 072						425 072	420 020
Programmes d'observation postcoitisation			307 048				307 048	315 357
Recouvrements des recettes			22 404	200 014			222 418	227 743
Appels					49 069		49 069	46 643
Administration et services informatiques						383 479	383 479	388 727
Total	425 072	-	329 452	200 014	49 069	383 479	1 387 086	1 398 490
Programme de Douanes et Accise								
Accise	149 126		98 840	4 771	10 133	86 331	349 201	390 425
Douane		380 005				63 109	443 114	459 518
Administration ministérielle	4 264					125 518	129 782	140 095
Total	153 390	380 005	98 840	4 771	10 133	274 958	922 097	990 038
Recettes à valoir sur le crédit								(102 011)
Total du Ministère								(102 295)
	578 462	380 005	428 292	204 785	59 202	658 437	2 207 172	2 286 233

Tableau 51 : Budget des dépenses 1994-1995 par rapport aux dépenses réelles 1994-1995

2 207.2

- Report de ressources de 1993-1994 pour soutenir diverses activités telles la mise en oeuvre de l'ALÉNA et soutien des Douanes apporté au casino de Windsor (13,6 millions de dollars), les recouvrements améliorés (6 millions de dollars), les vérifications plus nombreuses et suivies des non-déclarants (16,5 millions de dollars), l'augmentation de la charge de travail suite à l'Exemption des gains en capital (6,8 millions de dollars) et le soutien et l'infrastructure en technologie (16,1 millions de dollars)

58,5

41,5	●	Entreprise d'une série de mesures visant à soutenir les efforts du gouvernement pour combattre la contrebande des produits du tabac, de l'alcool, des drogues et des armes
26,0	●	Augmentation de la contribution du Québec pour l'administration des taxes de vente fédérale et provinciale

● Réductions budgétaires de février 1994 suite au gel de l'augmentation de traitement	(6,2)
● Divers redressements : Fonds planifiés non-utilisés, grandes immobilisations reportées et rajustements mineurs aux niveaux de financement pour les initiatives approuvées	(40,8)
Augmentations/(diminutions)	79,0

Augmentations/(diminutions)	79,0
Dépenses réelles 1994-1995	2 286,2

2 286,2

○ Accords de collaboration fédérale-provinciale : Au cours de 1994-1995, le Ministère a commencé à percevoir, pour le Nouveau-Brunswick, le Manitoba et le Québec, la taxe de vente provinciale (TVP) et les taxes sur les produits du tabac pour les importations non commerciales entrant au Canada par les filières de la poste et des services de messagerie.

De plus, le Ministère a aussi entrepris de percevoir, pour le compte du Québec, les majorations provinciales sur l'alcool et la taxe spécifique sur l'alcool pour les importations non commerciales d'alcool entrant dans la province par la filière des voyageurs.

Enfin, le Ministère a commencé à percevoir, pour le compte du Nouveau-Brunswick et du Manitoba, les majorations provinciales sur l'alcool pour les importations non commerciales d'alcool entrant dans ces provinces par la filière des services de messagerie.

- Numéro d'entreprise : En mai 1994, Revenu Canada a introduit un système pilote d'enregistrement visant à fournir un numéro d'enregistrement unique aux entreprises, en remplacement des nombreux numéros de compte dont celles-ci avaient besoin pour participer à quatre programmes importants du Ministère : importations ou exportations (douanes), retenues à la source, impôt sur le revenu des sociétés et TPS. Selon l'expérience acquise dans le cadre de ce programme, le numéro d'entreprise sera mis en application par étapes, en commençant par la région de l'Atlantique en février 1995, pour être ensuite étendu aux Prairies, à la Colombie-Britannique et aux Territoires, au Québec et enfin à l'Ontario en avril 1995. Il est prévu que le numéro d'entreprise donnera plus tard accès à des services très variés, grâce à la participation d'autres ministères fédéraux et provinciaux.
- Initiatives de services communs : Il s'agit d'une initiative de services communs lancée en 1994-1995 conjointement avec Agriculture et Agro-alimentaire Canada, afin de déterminer s'il serait possible d'augmenter le niveau d'observation de la législation canadienne en matière d'importations de produits agricoles commerciaux, grâce à des services améliorés à la frontière.
- Système d'information automatisé des Douanes (SIAD) : Le SIAD est un service téléphonique qui fournit, 24 heures sur 24, des renseignements enregistrés à l'avance sur différents sujets liés aux douanes. Ce système existe depuis 1993 et est offert à 12 endroits au pays. Un service d'appels interurbains sans frais a été mis à l'essai en 1994-1995 pour les appels de l'extérieur des endroits où le SIAD est disponible. Les améliorations apportées au système comprennent la possibilité d'obtenir des renseignements sur le taux de change des 31 derniers jours (plutôt que cinq jours), l'introduction d'une boîte vocale spéciale et d'une ligne d'information sur les importations postales, ainsi que l'établissement d'une ligne réservée aux demandes de renseignements concernant l'Accord général sur les tarifs douaniers et le commerce (GATT).
- CANPASS (initiative précédemment signalée Système Peace Arch Crossing Entry (PACSE) lorsqu'il s'agissait d'un projet pilote à Douglas, C.-B.) : Une modification importante a été apportée en 1994-1995 pour la transition du projet pilote PACSE au système national CANPASS.

Dans une initiative connexe, Revenu Canada et six autres ministères fédéraux ont uni leurs efforts pour la Stratégie canadienne antidrogue, dont les objectifs sont les suivants : combattre la contrebande de la drogue et réduire les effets nocifs de l'abus des stupéfiants sur les personnes, les familles et les collectivités; créer et fournir des moyens d'aide pratiques et fiables (y compris les troussees de détection de la contrebande et les unités d'isolation des échantillons); et fournir au personnel des bureaux locaux une meilleure formation sur la lutte antidrogue aux fins de la répression de la contrebande.

Cycle d'Uruguay - GATT 1994 : La Loi sur la mise en oeuvre de l'Accord sur l'Organisation mondiale du commerce est entrée en vigueur le 1^{er} janvier 1995. Cette loi a mis en application les obligations du Canada selon l'accord du GATT de 1994. Les droits de douane s'appliquant à une vaste gamme de produits industriels et de produits provenant de ressources naturelles seront d'abord réduits, puis éliminés, sur une période de cinq à dix ans. Revenu Canada a lancé un programme productif d'information du public afin de faciliter la mise en application de l'élément tarif de l'accord pour les entreprises.

Imagerie électronique pour la tenue des registres fiscaux : Le 31 octobre 1994, le ministre du Revenu national a annoncé que Revenu Canada avait accepté que les entreprises utilisent l'imagerie électronique comme méthode de tenue des livres et registres aux fins de l'impôt. Cette technique aidera les entreprises canadiennes en réduisant le fardeau et le coût de l'observation, ce qui leur permettra de devenir plus compétitives. La tenue des registres financiers sur des supports comme les disques optiques (CD-ROM) est moins dispendieuse que le support papier et moins nuisible pour l'environnement.

Élimination de l'exonération des gains en capital : Dans son budget du 22 février 1994, le ministre des Finances a annoncé le retrait de l'exonération cumulative des gains en capital de 100 000 \$. Selon cette modification législative, les particuliers auront droit à l'exonération des gains en capital accumulés jusqu'au jour de la présentation du budget. Toutefois, pour demander l'exonération pour la partie admissible des gains accumulés, les particuliers doivent produire une demande de choix avec leur déclaration de revenus de 1994. Ce choix exerce une seule fois à titre de transition a touché un grand nombre de clients, soit environ 1,5 millions de réclamations supplémentaires.

Le 30 juin 1995, plus de 300 entreprises, associations professionnelles et syndicats locaux avaient été consultés. Des stratégies nationales sont maintenant en cours d'élaboration conjointement avec les associations industrielles nationales des secteurs de la construction et de l'accueil et de secteurs de service.

Plusieurs articles ont été publiés dans des revues commerciales comme *Pharmacy News* et *Siding, Windows and Remodeling Magazine*, ainsi que dans des revues professionnelles comme celles des CGA et des CMA.

Les condamnations ont été régulièrement publiées afin de décourager l'observation et d'encourager les divulgations volontaires.

Des visites aux collectivités ont été effectuées dans plusieurs villes du Canada. Dans le cadre de ces visites, des membres d'une équipe se rendent à un endroit donné et visitent chaque entreprise, dans le but d'augmenter la visibilité du Ministère au sein de la collectivité, de répondre aux questions des clients et de leur fournir des renseignements sur le numéro d'entreprise. Les membres tentent aussi d'établir les niveaux d'observation en identifiant les non-inscrits aux fins de la TPS, les non-déclarants et les non-inscrits pour les retenues à la source.

○

Initiatives de lutte anticontrebande : Dans le cadre des initiatives

Canada a très rapidement mis en oeuvre les parties de ces initiatives qui le concernaient. Le Ministère a augmenté ses ressources d'exécution de première ligne des douanes de quelque 350 équivalents temps plein, y compris des équipes d'intervention mobiles et des analystes de renseignements, afin d'augmenter le taux d'examen d'environ 25 %. La stratégie prévoit une utilisation accrue de moyens techniques comme le Système automatisé de surveillance à la ligne d'inspection primaire (SASLIP) et le Système intégré d'exécution des douanes (SIED), et le matériel de détection comme le système de radioréception et le système Ioniscans de détection des drogues, pour aider les agents des Douanes à déceler et à empêcher la contrebande.

- Unification administrative : Le projet de loi C-2 (loi modifiant la *Loi sur le ministère du Revenu national*), permettant l'unification administrative des deux anciens ministères Douanes et Accise, et Impôt, a reçu la sanction royale le 12 mai 1994. L'adoption des modifications législatives a permis à Revenu Canada de créer une organisation unifiée capable de s'acquitter des mandats de ses deux composantes initiales.
- Accord de libre-échange nord-américain (ALÉNA) : L'ALÉNA est entré en vigueur le 1^{er} janvier 1994, établissant une zone d'échanges préférentiels entre le Canada, les États-Unis et le Mexique pour les marchandises originaires de l'un de ces pays. L'ALÉNA prévoyait l'établissement de règlements douaniers trilatéraux uniformes, la prise de décisions anticipées exécutives en matière de douane, l'extension des droits d'appel et l'établissement de règles d'origine admissibles plus claires afin de faciliter l'échange de marchandises et de services entre les trois pays. Les droits de douane sur les marchandises originaires des trois pays seront éliminés graduellement au cours des dix prochaines années. Pour appliquer ces dispositions, Revenu Canada a dû élaborer ou modifier plusieurs programmes d'exécution visant ses clients et intervenants.
- Lutte contre l'économie souterraine : Des équipes de vérification spéciales ont été formées en vue de déterminer les revenus non-déclarés ou sous-estimés. Cette mesure permettra de cibler l'économie monétaire et les non-déclarants dans un grand nombre de secteurs commerciaux, particulièrement la construction, la joaillerie, l'accueil, la rénovation domiciliaire, la réparation automobile et d'autres secteurs de service.
- Le Ministère a augmenté les échanges de renseignements et collabore davantage avec les provinces et les associations de clients en vue de mieux cibler les mesures d'exécution et de les rendre plus efficaces.

2. Emploi des autorisations en 1994-1995 - Volume II des comptes publics

Crédit (dollars)		Budget des dépenses principal	Total disponible	Emploi réel
Revenu national				
Douanes et Accise				
1	Dépenses de fonctionnement	747 631 000	810 296 772	789 719 647
5	Dépenses en capital	24 195 000	28 804 000	23 378 182
10	Contributions	75 165 000	101 162 000	101 162 000
(S)	Ministère du Revenu national - Traitement et allocation pour automobile	48 645	48 645	48 645
(S)	Contributions aux régimes de prestations des employés	75 057 000	75 057 000	75 057 000
(S)	Dépenses provenant de la disposition de Biens de surplus de la couronne		497 826	257 752
(S)	Montants adjugés par la Cour		414 824	414 824
Total du Programme budgétaire				
922 096 645				
1 016 281 067				
990 038 050				
Impôt				
15	Dépenses de fonctionnement	1 118 982 000	1 124 790 228	1 123 523 604
20	Dépenses en capital	38 451 000	57 451 000	44 018 531
(S)	Contributions aux régimes de prestations des employés	127 642 000	127 642 000	127 642 000
(S)	Dépenses provenant de la disposition de Biens de surplus de la couronne		195 461	99 658
(S)	Montants adjugés par la Cour		911 407	911 407
Total du Programme budgétaire				
1 285 075 000				
1 310 990 096				
1 296 195 200				
Total du Ministère - Budgétaire				
2 207 171 645				
2 327 271 163				
2 286 233 250				

b. Explication de la différence

Tableau 50 : Budget des dépenses 1995-1996 par rapport aux prévisions de 1995-1996

en millions de dollars	
Budget des dépenses 1995-1996	
2 137,0	
<ul style="list-style-type: none"> ● Ressources planifiées reportées de 1994-1995 pour financer des articles tels les paiements de réaménagement des effectifs liés à la réduction des effectifs, la dernière phase du travail concernant les initiatives anticontrebande (IAC) reporté de 1994-1995, la dernière phase de l'adaptation de l'ordinateur central, l'optimisation du centre de traitement de l'information, la dernière phase de Pigeon River, ordinateurs mallettes pour les vérificateurs, expansion du Système automatisé de surveillance à la LTP (SASLTP) et les réductions budgétaires supplémentaires annoncées dans le Budget de février 1995 dans le cadre de l'Examen des programmes - Phase I ● Grandes immobilisations reportées de 1994-1995 ● Le paiement du crédit statutaire associé au transfert de responsabilité et d'autorité de Développement des ressources humaines Canada (DRHC) pour le Programme d'allocations spéciales pour enfants (ASE) ● Transfert des ressources correspondant à l'élément admissibilité au programme de prestation fiscale pour enfants (PFE) et au programme d'allocations spéciales pour enfants de Développement des ressources humaines Canada à Revenu Canada ● Pour mettre en oeuvre les mesures annoncées dans le budget de février 1995 telles : <ul style="list-style-type: none"> Établissement de rapports en regard à l'industrie de la construction Élimination du report d'impôt sur le revenu des entreprises Modification au taux d'imposition des sociétés/modification au taux d'intérêt Modifications aux pensions, aux RBE et aux allocations de retraite Vérification des investissements à l'étranger Sécurité de la vieillesse pour les non-résidents Recherche scientifique et développement expérimental Crédit d'impôt pour films canadiens Évasion fiscale 	
41,9	17,2
0,3	9,0
41,0	2,4
6,0	117,8
2 254,8	
<ul style="list-style-type: none"> ● Pour contrebalancer l'augmentation des coûts de papier, d'impression et d'affranchissement des frais d'impression ● Divers : redressements aux niveaux de financement pour d'autres initiatives approuvées 	
Prévisions pour 1995-1996	
Augmentations/(diminutions)	

Revenu Canada continue à assurer et à surveiller les contrôles accrus introduits à l'été 1994 pour les importations et le transit d'armes à feu. Ces contrôles garantissent que les armes à feu importées légalement ne sont pas perdues ou volées avant d'arriver à destination. Toutes les importations d'armes à feu continuent à être examinées à la frontière, et tous les déplacements au pays sont contrôlés par les douanes.

Le Ministère prend actuellement des mesures pour augmenter la collaboration avec la GRC et les autres forces de l'ordre relativement à la collecte et à l'échange de renseignements aux niveaux national et provincial, comme le montre notre participation au groupe de travail national sur la circulation illégale des armes à feu et à l'unité de lutte contre les armes à feu de l'Ontario.

- Système-conseil en impôt au niveau international : Le système-conseil informatisé connu sous le nom de Système-conseil en impôt au niveau international (SCII) comprend trois modules : le Système-expert en détermination du statut de résidence (SDSR), un système entièrement opérationnel conçu pour aider les agents de programme à régler des questions concernant le statut de résidence des clients aux fins de l'impôt; le Système-conseil en administration des conventions (SCAC), qui aidera les agents à répondre aux questions sur les conventions fiscales; et le Système de dépenses de retenue d'impôt (DRI), qui sert d'outil pour la prise de décisions sur les demandes de dépenses de retenue. En octobre 1994, la composante DRI du SCII a obtenu une médaille d'or lors de la deuxième Célébration annuelle de l'excellence en gestion de l'information du gouvernement fédéral. La version I du système DRI en 1996. La version II sera élaborée pendant l'année financière qui vient et comprendra une base de données à laquelle auront accès tous les bureaux des services fiscaux.
- Structure des activités de consultation : En 1995-1996, Revenu Canada a mis en oeuvre une structure en vue de gérer les activités de consultation dans l'ensemble de ses secteurs et de fournir un point de référence pour les cas où les résultats des consultations peuvent être examinés d'un point de vue général et intégrés au processus de prise de décisions du Ministère. Les principaux résultats de la mise en oeuvre de la structure sont l'amélioration de la préparation et de la coordination des consultations, la présentation de rapports des résultats plus uniformes et l'introduction de politiques, de programmes et de services plus axés sur les clients.
- Initiative de contrôle des armes à feu aux douanes : Revenu Canada participe au programme de contrôle des armes à feu du gouvernement. Le Ministère continue à travailler en étroite collaboration avec ses partenaires fédéraux et provinciaux à l'élaboration d'une politique et de règlements et à l'élaboration de l'infrastructure et des mécanismes nécessaires à l'application de la législation en matière d'armes à feu. Le Système canadien d'enregistrement des armes à feu (SCFAF), proposé dans le projet de loi C-68, exercera une pression supplémentaire sur les ressources du Ministère, puisque Revenu Canada devra enregistrer toutes les importations et exportations d'armes à feu réalisées par les filières des voyageurs et des échanges commerciaux.

la fois aux exigences de la province et de Revenu Canada. Ces organes de réglementation utilisent maintenant un seul numéro d'inscription pour les régimes de pension agréés. Toutes les autres provinces élaborent actuellement des déclarations combinées et devraient participer à cette initiative d'ici 1998. Le projet d'harmonisation a amélioré le service à la clientèle en éliminant le chevauchement des tâches et en réduisant la paperasserie et les frais administratifs.

- Projet de loi C-102 : Les ministres des Finances et du Revenu national ont présenté le projet de loi C-102 visant à modifier le *Tarif des douanes* et la *Loi sur les douanes*, en unifiant les trois principaux programmes d'exonération ou de report des droits dans le *Tarif des douanes*. Le nouveau programme de report des droits rationalise et améliore ces programmes, réduit le travail d'écritures et offre des avantages supplémentaires en matière de flux de trésorerie aux utilisateurs en permettant l'exonération au moment de l'importation plutôt que sous forme de remboursement ou de drawback. Cette initiative résulte d'un examen approfondi de certaines opérations du Ministère et des besoins de ses clients. Revenu Canada a lancé un programme productif d'information du public pour faciliter la mise en oeuvre de ces changements. Le projet de loi C-102 a reçu la sanction royale le 5 décembre 1995.

- Retenue d'impôt sur les versements de prestations de PSV à des non-résidents : Comme il a d'abord été annoncé dans le plan de dépenses de 1995-1996, le gouvernement a proposé de modifier la *Loi de l'impôt sur le revenu* afin d'étendre, à compter de janvier 1996, la retenue d'impôt des non-résidents de 25 % à la pension de sécurité de la vieillesse (PSV), ainsi qu'aux prestations du Régime de pensions du Canada (RPC) et du Régime de rentes du Québec (RRQ). Dans le budget fédéral de février 1995, on a proposé une autre modification de la Loi, selon laquelle les non-résidents bénéficiaires de prestations de PSV seraient tenus de produire une déclaration de revenus au plus tard le 30 avril 1996. Les revenus déclarés permettront d'établir le montant des retenues qui seront faites à compter du 1^{er} juillet 1996 et détermineront l'impôt total à payer sur les prestations de PSV. Les retraités non-résidents qui touchent des prestations de PSV et dont le revenu de toutes provenances dépasse 53 215 \$ seront également assujettis à une retenue d'impôt sur les versements de prestations de PSV.

Initiatives de services communs : Un projet pilote de partenariat avec Agriculture et Agro-alimentaire Canada afin de déterminer la faisabilité d'améliorer le niveau d'observation des lois canadiennes régissant les importations commerciales de produits agricoles par le biais de services améliorés fournis par Revenu Canada à la frontière a été lancé en deux étapes à quatre sites frontaliers au cours de 1995. Une évaluation des résultats sera entreprise en 1996 pour déterminer les mérites d'une mise en oeuvre du projet à l'échelle nationale.

Les deux ministères ont également signé un protocole d'entente (PE) selon lequel Revenu Canada vérifiera 400 dossiers agricoles chaque année dans le cadre de l'application de la *Loi sur la protection du revenu agricole*. Les vérificateurs du Revenu examineront le compte de stabilisation du revenu net (CSRN) des participants aux fins de l'impôt et du CSRN (vérifications simultanées) et effectueront en 1995-1996 des vérifications indépendantes des CSRN. Une fois ces vérifications terminées, la partie CSRN sera transmise à Agriculture et Agro-alimentaire Canada pour la communication des résultats aux clients et pour les rajustements du CSRN (s'il y a lieu). Revenu Canada a aussi consenti à effectuer une saisie de données pour les formulaires CSRN pour 1994 et prévoit faire de même pour les formulaires de 1995.

Dans le cadre de l'initiative de restructuration des bureaux d'entrée, Revenu Canada et Citoyenneté et Immigration Canada ont entrepris un examen approfondi des activités d'inspection des voyageurs réalisées par les deux ministères aux bureaux d'entrée.

Cet examen a permis de déterminer les points communs et les secteurs où l'efficacité pourrait être améliorée dans les programmes actuels. Les résultats de cet examen et une série de recommandations figurent dans une ébauche de rapport qui a été soumise à l'approbation des dirigeants de chaque ministère. Une fois l'approbation donnée, une stratégie de restructuration de la réalisation des programmes d'inspection des voyageurs aux bureaux d'entrée du Canada sera élaborée en 1996.

Harmonisation des régimes de pension agréés : Revenu Canada travaille en étroite collaboration avec les organes provinciaux de réglementation des normes des prestations de pension à l'harmonisation d'une déclaration de renseignements annuelle combinée. Des administrateurs de régimes de cinq provinces participant au projet, ce qui représente 65 % des régimes de pension agréés au Canada, peuvent maintenant produire une seule déclaration auprès de l'organe de réglementation provincial et satisfaire à

particuliers. En plus de la TED, un projet pilote, l'Impôtel, a été lancé au Nouveau-Brunswick en 1995; ce projet visait des personnes âgées et des particuliers qui produisent une déclaration uniquement pour obtenir des crédits. L'Impôtel a permis à ces clients de transmettre leurs renseignements fiscaux à Revenu Canada par téléphone, et il se poursuivra en 1996 pour que le Ministère détermine le taux de participation et établisse des plans en vue d'une extension future. Le SSMAEC est un système automatisé visant à améliorer les capacités de ciblage et à permettre aux clients d'utiliser la technologie de l'EDI pour tous les modes de transport ainsi que pour la mainlevée des marchandises, a été élaboré et mis à l'essai comme programme pilote en 1994-1995. Ce système sera mis en oeuvre à l'échelle nationale en 1996.

○ Service: L'élaboration et le contrôle de normes de service aux douanes constituent un des éléments d'une initiative générale de service à la clientèle. Le programme lancé en 1995-1996 comprend l'élaboration d'un programme d'orientation des employés dont l'objet est d'assurer que ceux-ci adoptent une attitude de «Bienvenue au Canada» en tout temps, ainsi que l'élaboration d'une stratégie d'information et d'éducation du public afin que des renseignements exacts et opportuns puissent facilement être obtenus par voie électronique ou ordinaire. Parmi les autres éléments clés et interdépendants de cette initiative, on compte les mesures visant les besoins spéciaux des petites entreprises, une stratégie de conventions dont l'objet est de promouvoir et de faciliter l'entrée et le départ des conventions étrangères, ainsi qu'une procédure de règlement des problèmes des clients.

○ Prototype pour l'Accord de libre-échange nord-américain (ALENA): Le prototype pour l'ALENA (décrit préalablement à la page 34) a permis la création d'un solide partenariat. Le prototype comprend trois administrations (les Douanes, l'Immigration et les Transports - administrations fédérales et provinciales ou étatiques) et le secteur privé du Canada, des E.-U. et du Mexique. Les trois administrations ont élaboré avec succès une procédure détaillée de conception de systèmes et ont défini des éléments de données communs.

Le prototype de l'ALENA sera mis au point, mis à l'essai et évalué en 1996. Il est prévu qu'une fois le prototype évalué, les concepts qui se sont avérés fructueux seront intégrés aux systèmes du réseau central des trois administrations douanières.

Restructuration des processus des opérations frontalières et de l'application des politiques commerciales pour les importateurs du secteur commercial (précédemment signalées Nouvelles relations d'affaires) : Dans le secteur de l'aérospatiale, l'initiative consiste à effectuer des essais d'application avec six membres de l'Association des Industries aérospatiales du Canada (Pratt & Whitney, Bombardier Canadair, Canadian Marconi, Héroux, Hawker Siddeley et Menasco). De nouveaux concepts sont mis à l'essai dans cinq opérations du secteur commercial des douanes - déclaration, mainlevée, comptabilité, rajustement et vérification. Les essais seront revus d'ici mars 1996.

Le projet lancé dans le secteur de l'automobile a permis de restructurer les procédures de déclaration, de mainlevée, de comptabilité, de versement, de rajustement et de vérification pour les industries Chrysler, Ford et General Motors (y compris CAMI). En 1995-1996 dans le cadre du projet, on a mis à l'essai plusieurs concepts et principes de l'initiative des Nouvelles relations d'affaires. La restructuration a permis aux douanes d'avoir accès aux systèmes électroniques de suivi de l'inventaire qu'utilisent les fabricants d'automobiles et leurs fournisseurs.

Le Ministère examinera la possibilité d'appliquer les principes et les procédures révisées (procédures fondées sur des reçus) à d'autres opérations et d'autres entreprises du secteur de l'automobile, ainsi qu'à d'autres secteurs, si les projets mis en oeuvre dans les industries de l'aérospatiale et de l'automobile donnent des résultats satisfaisants.

Échange de documents informatisés (EDI) : Revenu Canada a utilisé la technologie EDI de façon innovatrice afin d'améliorer la qualité et la rapidité du service qu'il fournit aux Canadiens, et de réduire les coûts de ses activités. Parmi les exemples de l'utilisation de la technologie mentionnons la transmission électronique des déclarations (TED) et le Système de soutien de la mainlevée accélérée des expéditions commerciales (SSMAEC).

La transmission électronique des déclarations (TED), qui figure dans les initiatives du Ministère depuis 1990-1991, est un moyen de rechange automatisé et sans papier de produire une déclaration T1; la TED consiste à transmettre des renseignements fiscaux par voie électronique, au moyen de lignes de communication sécuritaires, par l'entremise de spécialistes en déclarations et d'autres agents autorisés. Pendant la période de production de 1995, quelque 3,9 millions de déclarations T1 de particuliers ont été produites électroniquement, soit environ 20 % de toutes les déclarations de

B. Rapport sur le rendement

1. Mise à jour de l'année courante (1995-1996)

a. Principales réalisations et résultats planifiés : Dans l'ensemble, toutes les initiatives que Revenu Canada a prises en 1995-1996 montrent son engagement face aux responsabilités suivantes :

- contribuer aux priorités du gouvernement;
- maintenir l'intégrité de la base de recettes de l'État par une combinaison raisonnable d'activités de facilitation et d'exécution;
- optimiser l'utilisation des ressources dans un contexte de restrictions budgétaires, et réduire le chevauchement des tâches et les coûts d'observation pour les clients;
- appuyer la compétitivité internationale de l'économie et des entreprises canadiennes.

Voici des exemples notables :

- Examen des programmes : Revenu Canada atteindra l'objectif de réduction de l'examen des programmes de 80 millions de dollars pour 1995-1996. Revenu Canada n'étant pas un ministère des plus touchés, la directive sur le réaménagement des effectifs demeure en vigueur. Il prévoit réaffecter ses employés touchés pour l'exercice 1995-1996. Le Ministère contribue également aux efforts déployés à l'échelle du gouvernement pour réaffecter ses employés touchés en participant à des comités de placement mixtes nationaux et régionaux.

- CANPASS : À l'été 1995, des projets pilotes ont été lancés dans le but d'étendre le programme CANPASS de manière à ce que les voyageurs à faible risque puissent profiter du service d'inspection rapide. Au cours de l'été 1995, le projet pilote du programme pour avions privés a été offert dans des endroits choisis dans le sud de l'Ontario et le projet pilote du programme pour bateaux privés a été offert en Colombie-Britannique. De plus, le programme pour aéroports a été mis en oeuvre à l'aéroport international de Vancouver en octobre 1995. Le programme d'autoroute qui comprenait deux sites (Douglas, C.-B. en mai 1991 et Boundary Bay, C.-B. en septembre 1994) s'est élargi pour inclure Pacific Highway et Huntingdon en juillet 1995. Il est prévu que le poste de Saint-Bernard-de-Lacolle offrira le service CANPASS d'ici la fin de l'exercice 1995-1996.

7. Coût net du Programme

Le Budget des dépenses du Programme ne comprend que les dépenses qui doivent être imputées sur ses autorisations législatives et votées. Mais il faut aussi tenir compte d'autres frais et recettes du Programme pour en établir le coût net. Le tableau 49 fournit des détails à ce sujet.

Tableau 49 : Coût net prévu du Programme pour 1996-1997

(en milliers de dollars)			
Budget des dépenses	Budget des dépenses	Budget des dépenses	
1994-1995	1995-1996	1996-1997	
Budget des dépenses principal (montant brut)			
2 309 183	2 251 289	2 324 539	
Services reçus sans frais			
Locaux			
- de Travaux publics et services gouvernementaux	172 201	171 559	
- de Transports Canada	4 951	5 294	
- de Travaux publics et services gouvernementaux	4 435	4 617	
Contributions de l'employeur aux coûts liés aux prestations des employés et aux primes d'assurance	87 515	89 113	
- du Secrétaire du Conseil du Trésor			
Indemnités versées aux employés	2 663	2 632	
- du Développement des ressources humaines			
Services légaux	2 061	2 055	
- de la Justice			
Total des services reçus sans frais	273 826	275 270	
Coût total du Programme	2 525 115	2 599 809	
Moins : Recettes (y compris les recettes à valoir sur le crédit et sur le Trésor) ¹			
199 594	193 807	200 840	
Coût net estimatif du Programme	2 331 308	2 398 969	
2 383 437			

¹ Voir le tableau 48 pour de plus amples renseignements.

Tableau 48 : Analyse des recettes

74 (Revenu Canada)

(en milliers de dollars)			
Budget des dépenses	1996-1997	Budget des dépenses	Réel 1994-1995
Recettes à valoir sur le crédit			
Régime de pensions du Canada	51 163	50 499	55 829
Assurance-chômage	69 154	63 792	46 466
Total des recettes à valoir sur le crédit	120 317	114 291	102 295
Recettes à valoir sur le Trésor (recettes non fiscales)			
Remboursement des dépenses d'années antérieures--	-	-	2 229
Rajustement aux comptes à payer à la fin de l'exercice	-	-	20 943
Rendement sur investissements--	388	421	355
Location d'immeubles et de biens publics	234	252	216
Privileges, licences et permis--			
Droits pour les licences des courtiers en douanes	450	466	585
Services et droits connexes--			
Droits visant les décisions anticipées	1 900	2 228	1 636
Droits visant les crédits d'impôt provinciaux	10 877	9 950	-
Droits pour les entrepôts de douanes	700	700	916
Droits de douane pour services spéciaux	1 600	2 300	1 636
Autres débits directs	7 900	7 874	8 599
Recettes provenant de ventes--			
Vente de biens non réclamés, sceaux, etc.	2 200	2 140	1 316
Autres recettes de ventes	1 250	1 221	841
Autres recettes non fiscales--			
Amendes d'impôt sur le revenu et confiscations	7 700	7 638	4 686
Saisies de douanes	16 600	16 599	12 448
Recouvrement des contributions aux régimes de prestations des employés	17 524	16 604	-
Boutiques hors taxe	3 600	3 600	2 896
Autres	7 600	7 523	6 728
Total des recettes à valoir sur le Trésor	80 523	79 516	66 030
Total	200 840	193 807	168 325

¹ Ne comprend pas le montant de 9 531 295,78 millions de dollars (prévu) pour l'administration des crédits d'impôt provincial en 1994-1995 qui a été reçu après la fin de l'exercice financier. Ce montant fera l'objet d'un report dans les comptes publics de 1995-1996.

Recettes à valoir sur le Trésor : Les principales sources de recettes à valoir sur le Trésor sont les saisies de douane, les amendes de l'impôt sur le revenu et confiscations, les droits pour les crédits d'impôt provinciaux, les droits de douane pour services spéciaux et les boutiques hors taxe.

À compter de 1995-1996, les recouvrements des contributions aux prestations des employés, éléments des montants recouverts du Régime de pensions du Canada et de l'Assurance-chômage, seront aussi des sources de recettes à valoir sur le Trésor. Auparavant, ces recettes étaient comptabilisées au crédit de fonctionnement du Ministère.

5. Paiements de transfert

Les paiements de transfert constituent environ 5,8 % du Budget des dépenses principal de 1996-1997 du programme.

- Les contributions représentent les versements à la province de Québec en égard aux frais d'administration communs des taxes de vente fédérale et provinciale.

- Les subventions représentent le crédit statuaire pour les versements d'allocations spéciales pour enfants. Un décret (C.P. 1995-342) a été signé le 28 février 1995 autorisant le transfert de responsabilité à partir du 28 août 1995 pour les versements effectués par Développement des ressources humaines Canada à Revenu Canada.

Tableau 47 : Paiements de transfert

(en milliers de dollars)		Budget des dépenses 1996-1997	Budget des dépenses 1995-1996	Budget des dépenses 1994-1995
Subventions				
Versements d'allocations spéciales pour enfants		42 000	-	-
Contributions				
TPS Québec		92 750	94 417	75 165
		134 750	94 417	75 165

6. Recettes non fiscales

Les recettes non fiscales comprennent les recettes à valoir sur le crédit et les recettes à valoir sur le Trésor. Le tableau 48 fournit des précisions sur les sources des recettes non fiscales.

Recettes à valoir sur le crédit : Ces recettes comprennent les sommes à

recouvrer du compte du Régime de pensions du Canada pour l'application de la partie I de ce régime et du compte de l'Assurance-chômage pour l'application des parties III et VII de la Loi sur l'assurance-chômage.

4. Dépenses en capital

Tableau 45 : Répartition des grands projets en immobilisation ¹

(en milliers de dollars)			
Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Nouvelles constructions du plan des locaux
2 915	6 258	8 728	Installations actuelles
3 785	3 030	3 549	Total de l'activité
6 700	9 288	12 277	¹ Le budget des grands projets en immobilisation est inclus dans l'activité 6 (Administration et technologie de l'information).

Tableau 46 : Détail des grands projets en immobilisation ¹

(en milliers de dollars)			
Coût estimatif	Coût estimatif	Dépenses prévues au 31 mars 1996 ⁴	Budget des dépenses 1996-1997
antérieur ²	courant ³		Besoins des années futures
Projets de nouvelles constructions de locaux			
Saint-Bernard-de-Lacolle (Québec)	19 882	18 687	4 454
Pigeon River (Ontario)	3 800	3 607	3 468
Projets liés aux installations actuelles			
Rénovations aux locaux - IAC	1 765	1 765	1 500
Projets de santé et sécurité			
Autres projets			1 500
Total des dépenses prévues pour les grands projets en immobilisation			
12 277			
¹ Le budget des grands projets en immobilisation est inclus dans l'activité 6 (Administration et technologie de l'information).			
² Comprend la TPS de 7 %.			
³ Exclut la TPS de 7 %.			
⁴ Total des coûts (toutes les années) au 31 mars 1996.			

3. Besoins en personnel

Tableau 44 : Détail des besoins en personnel ¹

Catégories d'emploi	Budget des dépenses 1996-1997	Budget des dépenses 1995-1996	Budget des dépenses 1994-1995	Echelle actuelle de traitements	Provision pour le traitement annuel moyen 1996-1997	Equivalents temps plein (ETP) ²		
						2	1	3
Nominations OEC ³	2	2	1	45 600 - 170 500	-			
Exécutif	262	262	265	63 300 - 128 900	82 363			
Scientifique et professionnel	5 747	5 478	5 266	35 105 - 79 153	51 264			
Autres groupes	137	136	131	19 270 - 92 942	53 898			
Total	5 884	5 614	5 397	19 270 - 92 942	51 325			
Administration et service extérieur	16 309	16 560	16 361	17 994 - 75 002	39 352			
Autres groupes	3 970	4 110	4 060	15 981 - 79 497	46 402			
Total	20 279	20 670	20 421	15 981 - 79 497	40 732			
Technique	144	152	162	16 608 - 75 927	46 535			
Soutien administratif								
Commis aux écritures et aux règlements	9 439	10 009	10 976	16 999 - 41 724	27 073			
Autres groupes	1 687	1 714	1 880	16 648 - 48 804	26 261			
Total	11 126	11 723	12 856	16 648 - 48 804	26 950			
Opérationnel	375	404	435	17 489 - 71 129	27 168			
Autres	467	472	573	-	-			
Total des ETP	38 539	39 299	40 110	-	-			

En plus de l'information sur les catégories d'emploi, une ventilation plus détaillée est fournie lorsqu'un nombre important est en jeu, c.-à-d., 10 % ou plus de la catégorie.

L'expression «équivalents temps plein» désigne la mesure de l'utilisation des ressources humaines fondée sur les niveaux moyens d'emploi. L'ETP indique le nombre d'heures de travail fournies par l'employé chaque semaine, à l'aide du coefficient des heures de travail désignées par les heures de travail régulières. Les ETP ne sont pas assujettis au contrôle du Conseil du Trésor, mais il en est fait état dans la Partie III du Budget des dépenses concernant les besoins en dépenses de personnel indiqués dans le Budget des dépenses.

Ceci inclut tous les sous-ministres et tous les postes dotés par le gouverneur en Conseil à tous les niveaux.

Nota : La colonne «provision actuelle pour le traitement» indique les échelles de traitement par groupe professionnel. La colonne «traitement moyen» indique les coûts salariaux de base estimatifs y compris la provision pour les conventions collectives, les augmentations annuelles, les promotions et la rémunération au mérite. Il se peut que les comparaisons d'une année à l'autre soient modifiées par les changements qui surviennent au chapitre de la répartition des éléments qui sous-tendent les calculs.

2. Besoins financiers par article

Tableau 43 : Détail des besoins financiers par article

(en milliers de dollars)				
Budget des dépenses 1996-1997	Budget des dépenses 1994-1995	Réel 1994-1995		
Personnel	1 536 423	1 559 238	1 601 109	Traitements et salaires
	222 783	202 699	202 699	Contributions aux régimes de prestations aux employés
	49	49	49	Ministère - Traitement et allocation pour automobile
	1 759 255	1 761 986	1 803 857	
				Biens et services
28 028	28 895	35 370	46 885	Voyages
57 351	56 473	66 270	48 526	Affranchissement
58 469	53 531	71 605	63 525	Autres transports et communications
47 368	39 804	41 242	37 859	Information
93 284	100 672	98 974	117 987	Services professionnels et spéciaux
14 879	14 111	16 662	12 964	Autres locations
35 640	32 466	42 740	49 180	Achat de services de réparation et d'entretien
31 842	31 075	36 002	37 914	Services publics, fournitures et approvisionnements
1 073	1 776	521	1 027	Autres subventions et paiements
367 934	358 803	409 386	415 867	
Capital	12 277	9 288	2 323	Dépenses principales ¹
	50 323	53 786	55 946	Dépenses secondaires ²
62 600	63 074	62 646	67 528	
Paiements de transfert	42 000	-	-	Subventions (crédits statutaires)
	92 750	94 417	75 165	Contributions
134 750	94 417	75 165	101 276	
Dépenses brutes				
2 324 539	2 251 289	2 309 183	2 388 528	
Moins : Recettes à valoir sur le crédit				
(120 317)	(114 291)	(102 011)	(102 295)	
Dépenses nettes				
2 204 222	2 136 998	2 207 172	2 286 233	

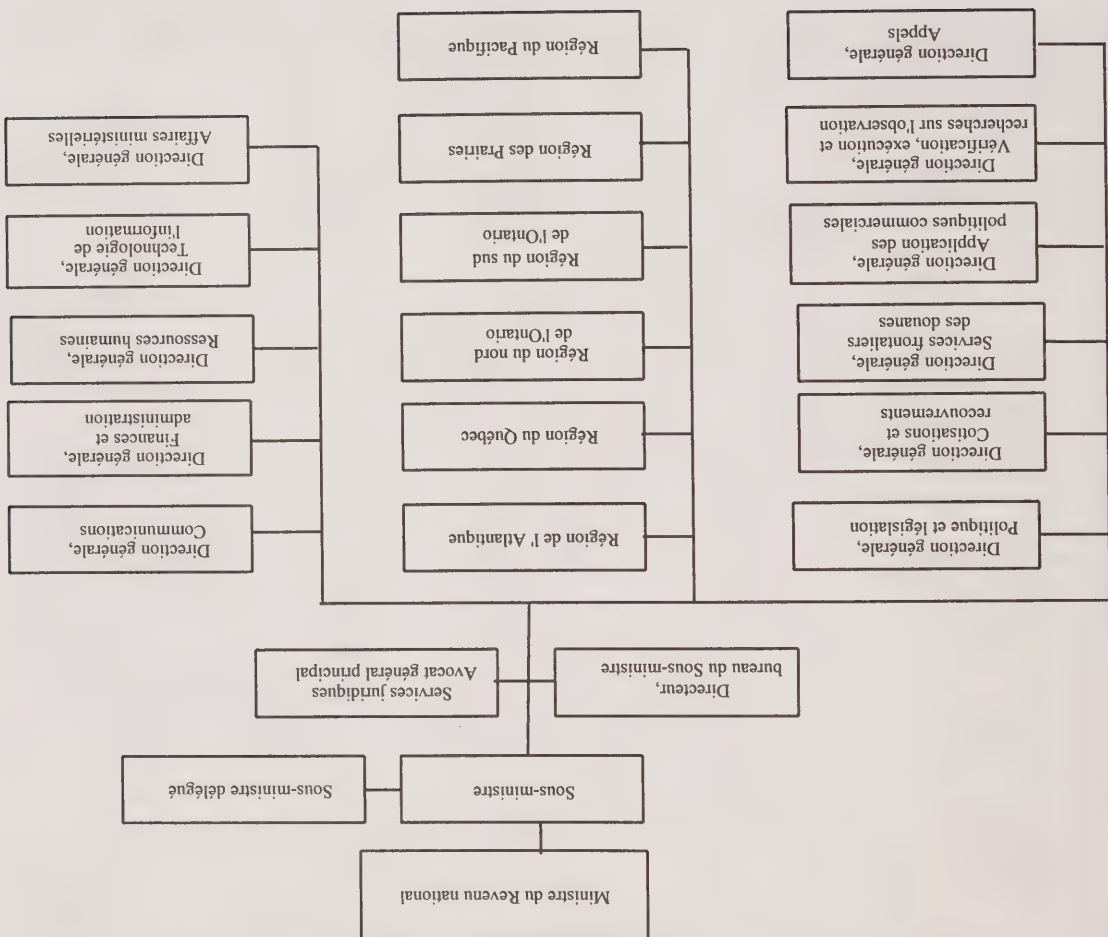
¹ Les dépenses principales comprennent les dépenses prévues pour les investissements, p. ex., l'achat de terrains, d'immeubles et d'ouvrages de génie civil, l'acquisition ou la création d'autres immobilisations jugées essentielles pour la mise en oeuvre des programmes et les grandes rénovations ou modifications qui prolongent la vie utile des immobilisations ou qui en modifient le rendement.

² Les dépenses secondaires constituent la valeur résiduelle après l'établissement du montant des dépenses principales. En vertu des principes liés au budget de fonctionnement, ces ressources seraient interchangeables avec les dépenses liées au personnel et aux biens et services.

Tableau 42 : Ressources par organisation et par activité pour 1996-1997

	Aide aux clients et établissement des cotisations	Services frontaliers des Douanes et application des politiques commerciales	Vérification et exécution	Recouvrements des recettes	Appels	Administration et l'information	Total de l'organisation
Cabinet du Ministre	ÉTP 000 \$					7	7
Cabinet du Sous-ministre	ÉTP 000 \$					1 608	1 608
						13	13
						1 132	1 132
S-MA, Politique et législation	ÉTP 000 \$	987					987
		59 612					59 612
S-MA, Cotisations et recouvrements	ÉTP 000 \$	8 754		5 078		59	13 891
		458 445		213 635		6 575	678 655
S-MA, Services frontaliers des douanes	ÉTP 000 \$						7 031
		345 106					345 106
S-MA, Application des politiques commerciales	ÉTP 000 \$	548					548
		33 323					33 323
S-MA, Vérification, exécution et recherches sur l'observation	ÉTP 000 \$		8 177			6	8 183
			462 631			663	463 294
S-MA, Appels	ÉTP 000 \$				1 071		1 071
					58 292		58 292
6 S-MA, Opérations régionales	ÉTP 000 \$					237	237
						26 714	26 714
DG, Communications	ÉTP 000 \$	120					120
		9 361					9 361
S-MA, Finances et administration	ÉTP 000 \$	540				2 626	3 166
		92 196				270 874	363 070
S-MA, Ressources humaines	ÉTP 000 \$					1 344	1 344
						72 280	72 280
S-MA, Technologie de l'information	ÉTP 000 \$					1 634	1 634
						189 036	189 036
DG, Affaires ministérielles	ÉTP 000 \$					287	287
						21 930	21 930
Services juridiques	ÉTP 000 \$					20	20
						1 126	1 126
Total des activités	ÉTP 10 401	7 579	8 177	5 078	1 071	6 233	38 539

Structure organisationnelle de Revenu Canada



- **Opérations régionales** : fournissent des services frontaliers, des services d'application des politiques commerciales et des services fiscaux aux régions de l'Atlantique, du Québec, du Nord de l'Ontario, du Sud de l'Ontario, des Prairies et du Pacifique.
- **Directions générales fonctionnelles** : fournissent l'appui nécessaire à la réalisation des programmes.
- **Direction générale des communications** : recherches, planification, conseils, orientation et services en matière de communication.
- **Direction générale des finances et de l'administration** : gestion des finances, de l'administration, de la sécurité, des ressources et de l'information ministérielle, gestion des immobilisations, publication de documents ministériels, y compris des formulaires et des guides, et services de travaux scientifiques et de laboratoire.
- **Direction générale des ressources humaines** : dotation, services à la haute direction, organisation, classification, langues officielles, équité en matière d'emploi, relations de travail, aide aux employés, formation et perfectionnement, rémunération et avantages sociaux et planification des ressources humaines.
- **Direction générale de la technologie de l'information** : stratégie en matière de technologie de l'information (TI), gestion et application de l'infrastructure des réseaux et des ordinateurs, et élaboration de systèmes.
- **Direction générale des affaires ministérielles** : questions ministérielles horizontales, initiatives de renouvellement du personnel et de l'organisation et stratégies en matière de services à la clientèle, correspondance ministérielle, accès à l'information et protection des renseignements personnels, liaison avec le Parlement, évaluation des programmes et services de vérification interne.
- **Direction générale des services juridiques** : services d'avocats et de conseillers juridiques, et coordination des services offerts par la Justice au Ministère.

Le tableau 42 montre la distribution des ressources par organisation et par activité, avant l'application des recettes à valoir sur le crédit.

A. Aperçu des ressources du Programme

1. Organisation

Structure des activités : Le Programme du Revenu national se divise en sept activités qui sont le reflet des mesures prises par le Ministère pour s'acquitter de son mandat. Aux fins de la planification interne et du renouvellement des ressources, l'activité Aide aux clients et établissement des cotisations se divise en deux sous-activités.

Structure organisationnelle : Le Ministère rend des comptes au Parlement par l'entremise du ministre du Revenu national.

○ **Directions générales opérationnelles de l'Administration centrale :** élaborent les politiques, les programmes et les procédures et fournissent une orientation fonctionnelle et des conseils.

○ **Direction générale de la politique et de la législation :** élaboration de la législation, interprétation et administration du pouvoir de remise; relations internationales et intergouvernementales; et enregistrement des organismes de bienfaisance et agrément des régimes de revenus différés.

○ **Direction générale des cotisations et des recouvrements :** services fiscaux comme l'aide aux clients, l'enregistrement et l'agrément, les cotisations, la comptabilité, les recouvrements, la prestation fiscale pour enfants (PFE) et le crédit pour taxe sur les produits et services (CTPS).

○ **Direction générale des services frontaliers des douanes :** services frontaliers, y compris toute la gamme des activités liées à la facilitation, aux inspections, à la retenue, à la détention, à la perception et à l'exécution dans tous les bureaux d'entrée.

○ **Direction générale de l'application des politiques commerciales :** application des politiques commerciales, y compris les accords multilatéraux et régionaux en matière de politique commerciale, les autres instruments de politique commerciale et les programmes d'exonération des droits.

○ **Direction générale de la vérification, de l'exécution et des recherches sur l'observation :** observation de la législation en matière de taxe d'accise, de TPS et d'impôt sur le revenu, y compris pour les opérations internationales et les non-résidents.

Section III

Renseignements supplémentaires

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○ Jusqu'à maintenant, 790 000 entreprises ont reçu un numéro d'entreprise, ce qui a eu entre autres conséquences une réduction marquée du fardeau de l'observation qu'elles doivent assumer. Le nombre d'entreprises possédant un numéro d'entreprise devrait atteindre le million d'ici la fin de l'exercice 1995-1996, et les deux millions d'ici la fin de 1997-1998.

Le tableau 41 fait état de la relative des équivalents temps plein de l'activité d'administration et technologie de l'information par rapport au total du Ministère.

Tableau 41 : Pourcentage des ressources humaines de l'activité d'Administration et technologie de l'information par rapport au total des ressources humaines du Ministère

(Équivalents temps plein)		Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Total des ETP de l'activité	7 106	6 636	6 233	5 900	5 657	
Total des ETP du Ministère	40 110	39 299	38 539	37 048	36 371	
Pourcentage du total de l'activité par rapport au total des ETP du Ministère	17,7 %	16,9 %	16,2 %	15,9 %	15,6 %	

- Fournir des services en matière de ressources humaines conformément au cadre stratégique de formation et de perfectionnement; aider les clients à s'adapter aux changements survenus par suite de l'Examen des programmes et des activités de restructuration; collaborer étroitement avec les gestionnaires, les employés et les syndicats à propos de questions d'intérêt commun, comme l'équité en matière d'emploi, l'amélioration du lieu de travail, sans oublier la santé et la sécurité au travail
 - Réexamen de la procédure de prestation des services de technologie de l'information (IT) pour la mise au point de systèmes communs, notamment dans une optique d'architecture ministérielle : transition à des systèmes uniques desservant des programmes multiples, approche de la mise au point d'applications basée sur une réutilisation optimale, constitution d'un centre de conservation des données ministérielles pour l'aide à la décision, et mise en place d'une plate-forme informatique unique
 - Généralisation du commerce électronique pour une efficacité, une uniformité et une rapidité plus grandes des services de traitement des transactions et de communication de renseignements aux clients
 - Rationaliser les activités IR du Ministère en développant un nouveau style de système informatique qui partage l'infrastructure IR, les données et les compétences au sein du Ministère et avec d'autres ministères par le biais d'initiatives telles le numéro d'entreprise. Une infrastructure commune IR améliorera la qualité et réduira les coûts permettant de fournir un soutien qui soit adaptable et efficace pour la prestation du service
5. **Données sur le rendement**
- Les données suivantes rendent compte des réalisations stratégiques du Ministère qui sont imputables à des instruments technologiques:
- 10 000 entreprises équipées pour faire du commerce électronique envoient leurs données par voie électronique à Revenu Canada, tirant du même coup avantage de délais d'exécution plus courts; et

1. Objectif

Fournir la direction administrative, les services informatiques et les services en matière d'administration, de finances et de ressources humaines qui sont nécessaires pour l'application uniforme et économique de la loi.

2. Description

Assurer une direction administrative et une gamme de services d'appui et de services centralisés qui ne sont pas attribués aux autres activités. Ces services comprennent les services de traitement électronique des données et la technologie de l'information, la vérification interne et l'évaluation des programmes, la gestion financière, la gestion des ressources, les services de bureau, la sécurité, les ressources humaines, la formation, les laboratoires et les services juridiques.

3. Sommaire des ressources

Tableau 40 : Sommaire des ressources de l'activité

(en milliers de dollars)		Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Administration et technologie de l'information		658 437	605 503	591 938	568 437	547 465
ÉTP		7 106	6 636	6 233	5 900	5 657

4. Projets et priorités pour les prochaines années

- Elaboration de stratégies ministérielles pour améliorer tous les aspects de la prestation des services; définition de normes axées sur la clientèle et applicables aux services offerts aux clients

- Évaluer les installations de garde des marchandises dont dispose le Ministère par rapport aux besoins fonctionnels et opérationnels (initiative anti-contrebande, administration des frontières communes, contrôle des armes à feu, unification des bureaux), pour établir les priorités, procéder à des mises à niveau ou à des éliminations progressives; dans le cadre d'un plan de gestion des installations à long terme, régler tous les problèmes en matière de santé et de sécurité au travail et combler les besoins opérationnels et fonctionnels

5. Données sur le rendement

- **Réduction du délai moyen de règlement des oppositions :** Le nombre moyen de jours que dure le processus de règlement des oppositions est passé de 153 à 179 au cours des quatre dernières années. Bien que nous ne disposions pas des données applicables pour les charges de travail de l'accise-TPS et du RPC-AC, on peut présumer que la situation est la même.
- **Amélioration et intégration des systèmes d'information :** L'objectif est d'intégrer les différents systèmes informatiques de l'impôt sur le revenu, de l'accise-TPS et du RPC-AC pour les oppositions et les appels, et de disposer de toute l'information de gestion nécessaire à la prise de décision.
- **Analyse du nombre d'oppositions significatives :** Il faut examiner les motifs pour lesquels les clients contestent les résultats des fonctions Cotisations et recouvrements, et Vérification, exécution et recherches sur l'observation de Revenu Canada, pour assurer que les techniques et les pratiques utilisées soient d'une efficacité optimale.
- **Améliorer la productivité des activités d'oppositions et d'appels en matière d'accise/TPS :** Hausser le nombre moyen des dossiers complétés par ÉTP en rationalisant et en harmonisant les procédures et les systèmes. Pour des détails concernant les résultats réels, veuillez vous référer à l'annexe E de la section III de ce document.

1. Objectif

Mettre à la disposition des contribuables et des inscrits aux fins de la taxe sur les produits et services un instrument de recours.

2. Description

Afin de procurer aux clients une voie de recours, y compris la résolution des avis d'opposition et les appels en effectuant un examen indépendant des cotisations ou des nouvelles cotisations contestées par un client; y compris aussi le traitement des demandes de détermination de l'admissibilité présentées par les employeurs ou les employés en vertu des dispositions du *Régime de pensions du Canada* et de la *Loi sur l'assurance-chômage*.

3. Sommaire des ressources

Tableau 39 : Sommaire des ressources de l'activité

(en milliers de dollars)					
Budget des dépenses	Budget des dépenses	Budget des dépenses	Budget des dépenses	Prévu	Prévu
1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	
59 202	58 049	58 292	59 235	57 239	
1 090	1 078	1 071	1 087	1 045	

4. Projets et priorités pour les prochaines années

- Mise à profit de toutes les occasions suscitées par l'unification administrative en vue de rationaliser les processus et d'intégrer les politiques, les procédures et les systèmes
- Mise en place d'un procédé amélioré de gestion des risques pour mieux protéger les recettes du gouvernement dans le cours du processus de règlement des litiges
- Examen de la nature des oppositions et des appels, pour dégager les motifs sous-jacents
- Restructuration du processus des oppositions pour réduire les délais de traitement

○ **Vérification des feuilles de paie**

- S'assurer que les impôts sur le revenu, les contributions au Régime de pensions du Canada et les cotisations d'assurance-chômage sont retenus correctement des salaires des employés et remis rapidement et en totalité

Tableau 38 : Feuilles de paie vérifiées, impôts supplémentaires établis

	Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Dossiers vérifiés	72 418	70 051	71 955	75 030	78 105
Sommes supplémentaires établies (en milliers de dollars) ¹	340 583	321 744	330 489	344 613	358 736
ETP requis	360	342	351	366	381
Dossiers vérifiés par ETP	201	205	205	205	205
Sommes supplémentaires établies par dossier vérifié (en dollars)	4 703	4 593	4 593	4 593	4 593
¹ Les sommes supplémentaires établies incluent les impôts fédéraux et provinciaux, les cotisations au Régime de pensions du Canada et les cotisations d'assurance-chômage.					

Les mesures initiales visant le recouvrement de ces comptes prennent la forme de rappels d'échéance établis sur ordinateur. Si ces mesures ne produisent pas les résultats escomptés, les comptes font l'objet d'un renvoi à un bureau des services fiscaux aux fins de traitement. Des moyens de s'entendre sont pris pour percevoir les impôts rétroactifs selon la situation financière du contribuable, tout en respectant la nécessité de garder les impôts de l'année en cours à date. Si le contribuable ou l'inscrit persiste à entreindre les dispositions qui ont été prises avec le Ministère en vue de l'acquiescement de sa dette, le Ministère est habilité à effectuer une saisie-arrest des revenus, des dépôts bancaires ou des paiements provenant de tiers. Dans certaines circonstances, le Ministère peut saisir et vendre les biens d'un contribuable.

Ce programme constitue la phase finale du processus du recouvrement des recettes. Tous les efforts déployés pour favoriser l'autocotisation et assurer l'observation demeureront vains si les recettes établies n'étaient pas en définitive perçues par le gouvernement.

Tableau 37 : Ouvertures et fermetures annuelles de comptes ¹

Ouvertures annuelles					
Nombre de comptes Total (en milliers de dollars)	Fermetures annuelles	Budget des dépenses ²			
		1994-1995	1995-1996	1996-1997	1997-1998
527 410	6 065 769	Budget des dépenses	Budget des dépenses	Budget des dépenses	Prévu
568 000	549 000	1998-1999	1997-1998	1996-1997	1995-1996
517 500	498 125	517 500	517 500	517 500	517 500
- Nombre de comptes ³	- Total des recouvrements	- Total des recouvrements	- Total des recouvrements	- Total des recouvrements	- Total des recouvrements
(en milliers de dollars)	(en milliers de dollars)	(en milliers de dollars)	(en milliers de dollars)	(en milliers de dollars)	(en milliers de dollars)
3 065	3 010	3 040	3 171	3 313	3 313
Données sur le rendement					
- Fermetures (nombre de comptes) par ETP	171	157	160	157	156
- Recouvrements par ETP (en milliers de dollars)	1 561	1 593	1 636	1 650	1 674
¹ Comptes des bureaux des services fiscaux seulement; exclus les comptes de routine traités au moyen d'avis de perception automatisés qui, par conséquent, n'ont pas fait l'objet d'un renvoi aux services fiscaux. Exclut également les activités de l'élément TPS du Budget des dépenses de 1994-1995 se fonde sur les données réelles, puisque le Plan de dépenses de 1994-1995 ne faisait pas état d'un chiffre estimatif pour les arrivages annuels et pour la fermeture des comptes recevables.					
² L'élément TPS du Budget des dépenses de 1994-1995 se fonde sur les données réelles, puisque le Plan de dépenses de 1994-1995 ne faisait pas état d'un chiffre estimatif pour les arrivages annuels et pour la fermeture des comptes recevables.					
³ Comprend les comptes radés irrécouvrables et autres mesures d'exécution du travail pour comptes pour divers.					

- Elaboration d'un système de recouvrement intégré des recettes, grâce auquel les clients et leurs représentants pourront faire affaire avec un même fonctionnaire de Revenu Canada concernant toutes les activités de recouvrement et tous les genres de recettes
 - Évaluation des risques plus précise, par suite de l'adoption d'un système d'analyse des risques en fonction duquel les comptes seraient classifiés selon les comportements en matière d'observation ou selon le volume des pertes possibles
 - Possibilité de remplacement des lettres de recouvrement en faveur de contacts en personne avec le client dès les premières étapes
 - Examen des normes de rendement, et constitution d'un groupe de surveillance du respect des normes
 - Mise au point de procédures pour une exécution plus uniforme des décisions rendues en vertu du dossier Équité. Amélioration des méthodes de suivi en vue des rapports aux Comptes publics sur les pénalités et intérêts remis
 - Conception d'un système de rapports statistiques exhaustifs, à des fins de gestion et d'analyse des comptes débiteurs du Ministère, pour des décisions éclairées et des stratégies judicieuses
- 5. Données sur le rendement**
- Réduction du pourcentage des comptes débiteurs à 4 % des recettes brutes d'ici mars 1997 par rapport au 31 mars 1995, où le pourcentage correspondait à 4,2 % (voir l'appendice D-3 de la Section III pour plus de détails)
 - Préparation de rapports annuels pour les Comptes publics, à propos des intérêts et des pénalités auxquels le Ministère a renoncé en vertu du dossier Équité, conformément à la *Loi sur la gestion des finances publiques*
 - **Comptes recevables**
 - Prendre des mesures visant à percevoir les soldes impayés des déclarations de revenus produites, les arrérages des inscrits ou des détenteurs de permis, les retenues à la source non rapatriées, et dans les cas où les contribuables, surtout ceux dont le revenu ne fait pas l'objet de retenues à la source, négligent continuellement de payer leur dû

D. Recouvrement des recettes

1. Objectif

Percevoir les impôts, taxes, droits et autres prélèvements, comme les cotisations au Régime de pensions du Canada et les cotisations d'assurance-chômage.

2. Description

Dans le but de percevoir l'impôt, les prélèvements, les droits et les autres montants, y compris le recouvrement des sommes retenues à la source par les employeurs pour le compte des employés, et les soldes impayés résultant de la cotisation ou de la nouvelle cotisation de revenus, de la TPS, ainsi que les prélèvements et les droits impayés. Cette activité comprend également l'émission de décisions à savoir si les particuliers ont droit à des prestations en vertu du *Régime de pensions du Canada* et de la *Loi sur l'assurance-chômage*, et autres déterminations à la demande du ministère du Développement des ressources humaines.

3. Sommaire des ressources

Tableau 36 : Sommaire des ressources de l'activité

(en milliers de dollars)		Budget des dépenses	Budget des dépenses	Budget des dépenses	Prévu	Prévu
Recouvrement des recettes		204 785	212 348	213 635	219 262	223 363
ÉTP		4 785	5 051	5 078	5,139	5 209

4. Projets et priorités pour les prochaines années

- Restructuration du programme du recouvrement des recettes, dans le but de décaler de nouvelles possibilités d'améliorations, notamment l'adoption des meilleures pratiques des bureaux locaux, du secteur privé et d'autres administrations fiscales
- Harmonisation des dispositions de la *Loi de l'impôt sur le revenu*, de la *Loi sur l'accise*, de la *Loi sur la taxe d'accise* et de la *Loi sur les douanes* en matière de recouvrements, pour inciter les employeurs à se conformer aux exigences de la loi en matière de retenues, de versements et de déclaration, et pour que les agents de recouvrement puissent s'appuyer sur des procédures et sur des pouvoirs homogènes

○ Comptes des retenues des non-résidents

Conformément à la partie XIII de la *Loi de l'impôt sur le revenu*, les personnes non-résidentes sont assujetties à l'impôt des non-résidents sur différentes catégories de revenus sans exploitation active de source canadienne, par exemple des intérêts, des dividendes, des revenus de location ou de pension, etc. Le Ministère tient environ 56 000 comptes de non-résidents, associés à des paiements dont le total est estimé à 1,4 milliard de dollars pour 1996-1997. Font partie de cette activité divers programmes visant à ce que tous les payeurs canadiens soient dûment enregistrés et qu'ils disposent de toute l'information nécessaire pour pouvoir se conformer aux dispositions de la loi en matière de retenues et de versements, à ce que les renseignements nécessaires soient communiqués sans délai, à ce que les retenues applicables soient effectuées et versées rapidement, et à ce que les déclarations et feuillets de renseignements contiennent des renseignements exacts et soient produits à temps. Le programme comporte en outre le traitement des déclarations, des feuillets de renseignements et des autres documents concernant les comptes des non-résidents.

○ **Cotisations et demandes de renseignements des non-résidents**

Ce programme comprend le traitement des déclarations des non-résidents (particuliers, sociétés et fiduciaires) et l'établissement des cotisations. Un service de demandes de renseignements à l'égard des questions liées aux déclarations des non-résidents est également fourni.

Tableau 34 : Déclarations de non-résidents traitées, demandes de renseignements

Déclarations traitées	S/O	306 020	330 200	335 200	340 200	Demandes de renseignements	S/O	251 525	232 500	234 500	238 500	ETP requis	S/O	140	150	145	145
Budget des dépenses ¹	Budget des dépenses	Budget des dépenses	Budget des dépenses	Prévu	Prévu		Budget des dépenses	Budget des dépenses	Budget des dépenses	Prévu	Prévu		Budget des dépenses	Budget des dépenses	Budget des dépenses	Budget des dépenses	Budget des dépenses
1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	1999-2000		1994-1995	1995-1996	1996-1997	1997-1998	1998-1999		1994-1995	1995-1996	1996-1997	1997-1998	1998-1999

¹ Aucune prévision n'est comprise dans le Plan de dépenses 1994-1995. Voir la Section III pour les données réelles.

○ **Programme des dispositions et des dépenses de retenue d'impôt des non-résidents**

résidents

Ce programme a pour objet d'accorder les exemptions demandées quant aux exigences de retenue d'impôt lorsque la chose est prévue dans une convention fiscale, ou qu'elle est justifiée en raison de prévisions financières (revenus et dépenses). Des méthodes de cueillette de données et des procédures d'examen améliorées sont mises en place pour permettre de mieux déterminer le droit d'un client à une dispense de retenue d'impôt ou à un certificat de disposition par des non-résidents.

Tableau 35 : Dispositions et dépenses de retenue d'impôt des non-résidents - Demandes examinées

Demandes examinées - dépenses et dispositions	S/O	29 644	35 572	37 350	39 218	ETP requis	S/O	42	47	49	51
Budget des dépenses ¹	Budget des dépenses	Budget des dépenses	Budget des dépenses	Prévu	Prévu		Budget des dépenses	Budget des dépenses	Budget des dépenses	Prévu	Prévu
1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	1999-2000		1994-1995	1995-1996	1996-1997	1997-1998	1998-1999

¹ Aucune prévision n'est comprise dans le Plan de dépenses 1994-1995. Voir la Section III pour les données réelles.

L'objectif de ce programme est de vérifier l'observation de la loi par les clients canadiens qui versent des paiements à des non-résidents, et par les résidents ainsi que par les non-résidents lors de la disposition de biens canadiens par des non-résidents. Le programme vise à vérifier que les clients canadiens se conforment aux dispositions de la partie XIII de la *Loi de l'impôt sur le revenu* concernant les retenues et les versements de même que les exigences en matière de retenue d'impôt dans le cas de services fournis au Canada par des non-résidents, et en matière de disposition de biens par des non-résidents.

Tableau 33 : Vérification des non-résidents - Dossiers vérifiés, incidences fiscales

	Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Dossiers vérifiés	7 641	6 108	6 600	8 250	10 200
Total des incidences fiscales (en milliers de dollars) ¹	67 000	37 376	47 600	58 800	66 500
ÉTP requis ²	81	52	68	84	95
Dossiers vérifiés par ÉTP	94	117	97	98	107
Total des incidences fiscales par dossier vérifié (en dollars)	8 768	6 119	7 212	7 127	6 520
¹ Total des incidences fiscales, incluant les impôts fédéraux, les intérêts et les pénalités, ainsi que la valeur actuelle nette des futurs impôts pouvant être établis. Précisons que les non-résidents ne sont pas assujettis à l'impôt provincial. ² Incluant le temps consacré au tri et à la sélection pour vérification des dossiers qui présentent les risques d'inobservation les plus élevés.					

Le Programme de vérification internationale comprend la vérification des opérations internationales dans le cadre des vérifications normales de particuliers et de sociétés, pour vérifier que les questions fiscales sont traitées comme il se doit.

Tableau 31 : Vérification internationale - Dossiers vérifiés, incidences fiscales

Dossiers vérifiés	Budget des dépenses ¹	Budget des dépenses	Budget des dépenses	Budget des dépenses	Total des incidences fiscales (en milliers de dollars) ²	Dossiers déclarés sous autres programmes de vérification	Vérifications internationales restreintes	ETP requis	Dossiers vérifiés par ETP
S/O	1994-1995	1995-1996	1996-1997	1997-1998	2 310	S/O	1 053	1 360	1 744
Dossiers vérifiés	1994-1995	1995-1996	1996-1997	1997-1998	159 000	S/O	281 817	98 000	110 250
Dossiers déclarés sous autres programmes de vérification	1994-1995	1995-1996	1996-1997	1997-1998	159 000	S/O	98 000	110 250	110 250
Vérifications internationales restreintes	1994-1995	1995-1996	1996-1997	1997-1998	159 000	S/O	98 000	110 250	110 250
ETP requis	1994-1995	1995-1996	1996-1997	1997-1998	159	S/O	86	112	126
Dossiers vérifiés par ETP	1994-1995	1995-1996	1996-1997	1997-1998	15	S/O	12	12	14

¹ Aucune prévision n'est comprise dans le Plan de dépenses 1994-1995. Voir la Section III pour les données réelles.
² Comprend les intérêts et les pénalités de l'impôt fédéral sur le revenu. Impôt fédéral seulement puisque les non-résidents ne sont pas soumis à l'impôt provincial.

○ **Autorité compétente**

Le Programme de l'autorité compétente inclut l'établissement d'ententes anticipées en matière de prix de transfert, l'échange de renseignements avec des pays qui ont conclu des conventions avec le Canada, et le règlement des cas de double imposition.

Tableau 32 : Autorité compétente - Dossiers examinés

Dossiers examinés	Budget des dépenses ¹	Budget des dépenses	Budget des dépenses	Budget des dépenses	ETP requis
S/O	1994-1995	1995-1996	1996-1997	1997-1998	S/O
S/O	1994-1995	1995-1996	1996-1997	1997-1998	600
Dossiers examinés	1994-1995	1995-1996	1996-1997	1997-1998	27

¹ Aucune prévision n'est comprise dans le Plan de dépenses 1994-1995. Voir la Section III pour les données réelles.

	Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Dossiers terminés sans renvoi au ministère de la Justice	S/O	384	359	360	360
Dossiers renvoyés au ministère de la Justice aux fins de poursuite	S/O	221	216	216	216
Total des cas faisant l'objet d'une enquête	S/O	605	575	576	576
Programme spécial d'exécution (dossiers vérifiés)	S/O	531	533	533	533
ETP requis	S/O	605	602	603	603
1 Ne comprend pas les activités du ministère du Revenu du Québec dans le domaine de la TPS, sauf en ce qui a trait aux poursuites terminées.					
2 Aucune prévision n'est comprise dans le Plan de dépenses 1994-1995. Voir la Section III pour les données réelles.					

Tableau 30 : Programme d'enquêtes spécial - Cas faisant l'objet d'une enquête, vérification du Programme spécial d'exécution¹

Les Enquêtes spéciales perpétuent le rôle de dissuasion des programmes d'enquêtes criminelles envers l'observation. Les enquêtes portent sur des cas sélectionnés qui sont représentatifs de toutes les catégories de clients (particuliers et entreprises); lorsque des infractions criminelles ont été commises aux lois appliquées par le Ministère, les enquêtes mènent à des poursuites.

○ Enquêtes spéciales

Le Programme de vérification des avantages et du revenu d'emploi (VARE) assure le traitement adéquat des avantages découlant d'une charge, d'un emploi ou d'un actionnaire d'une société. Ce programme a conduit à l'établissement de 16,2 millions de dollars d'impôts fédéraux et provinciaux en 1994-1995.

Le Programme des non-inscrits a pour objet de découvrir les personnes qui offrent des produits et des services, ou qui fabriquent des produits taxables en vertu de la *Loi sur la taxe d'accise*, puis de faire en sorte qu'elles s'inscrivent aux fins de la TPS ou qu'elles obtiennent les licences et permis prescrits.

Ce programme a pour objet de repérer les secteurs d'observation et de prendre les mesures qui s'imposent à l'endroit de contribuables qui touchent un salaire ou des commissions, ou qui tirent un revenu de biens de location, de placements, d'activités commerciales, de l'agriculture ou de la pêche. Les examens au bureau portent en général sur les déclarations qui peuvent être vérifiées à partir du bureau, les arrangements nécessaires étant pris par téléphone, par lettre ou lors d'entrevues.

Tableau 29 : Examen au bureau - Dossiers vérifiés, incidences fiscales

Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Dossiers vérifiés	39 154	36 513	36 513	36 513
Total des incidences fiscales (en milliers de dollars) ¹	122 279	125 225	125 225	125 225
ETP requis	293	303	303	303
Dossiers vérifiés par ETP	134	121	121	121
Total des incidences fiscales par vérification (en dollars)	3 123	3 430	3 430	3 430
Total des incidences fiscales de cette activité de vérification, incluant les impôts fédéraux et provinciaux (provinces participantes seulement), les intérêts et les pénalités, ainsi que la valeur nette actuelle des futurs impôts pouvant être établis.				

Autres programmes de vérification

L'Examen postcotisation comporte l'examen de différentes déductions acceptées sans vérification lors de l'établissement de la cotisation initiale. L'examen comporte la comparaison des renseignements fournis avec ceux apparaissant dans la déclaration de l'année précédente ainsi qu'avec l'information provenant d'autres sources et bases de données. Il peut également arriver que le contribuable se voie demander de fournir des pièces à l'appui des déductions qu'il demande. Cette activité a conduit à l'établissement de 4,8 millions de dollars d'impôts fédéraux et provinciaux en 1994-1995.

Le Programme d'examen des remboursements vise la détection, la prévention et le recouvrement des remboursements gonflés ou de nature frauduleuse, au moyen de la vérification des déclarations suspectes, aussi bien avant qu'après l'établissement de la cotisation.

Budget des dépenses	Budget des dépenses	Budget des dépenses	Budget des dépenses	Budget des dépenses
1994-1995	1995-1996	1996-1997	1997-1998	1998-1999
Prévu	Prévu	Prévu	Prévu	Prévu

Incidence fiscale : résultats des actions qui demandent une grande utilisation des ETP et qui comprennent les taxes des pénalités fédérales et provinciales (provinciales seulement).

Total des incidences fiscales : résultats de toutes les actions (automatisées et contacts effectués par les employés) qui comprennent les taxes et les pénalités fédérales et provinciales (provinciales seulement). On prévoit que l'incidence fiscale des contacts automatisés donnera lieu à des remboursements nets.

Ce programme comprend la détection et l'enquête de stratagèmes et d'arrangements conçus pour éviter de devoir payer certaines sommes d'impôt.

Tableau 27 : Évitement fiscal - Dossiers vérifiés, incidences fiscales

Dossiers vérifiés	Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999	Total des incidences fiscales (en milliers de dollars) ¹		Dossiers vérifiés par ETP requis	Dossiers vérifiés par ETP	Total des incidences fiscales par vérification (en dollars)	¹ Total des incidences fiscales de cette activité de vérification, incluant les impôts fédéraux et provinciaux (provinces participantes seulement), les intérêts et les pénalités, ainsi que la valeur nette actuelle des futurs impôts pouvant être établis
	2 498	1 648	2 138	2 072	2 072	261 416	364 883	497 131	481 975	159	13
						153	139	164	159	13	
						16	12	13	13		
	104 650	221 410	232 522	232 613	232 613						

○ **Programme de la recherche scientifique et du développement expérimental (RS&DE) et autres programmes d'encouragements fiscaux**

Ce programme comprend la vérification des demandes relatives à la RS&DE et à d'autres encouragements fiscaux. Revenu Canada joue un rôle dans la sensibilisation des clients en offrant des séminaires et des documents pour expliquer le fonctionnement du programme de la RS&DE, dans le but de réduire le nombre de redressements nécessaires à l'égard des demandes de cette nature.

Tableau 26 : Programme de la recherche scientifique et du développement expérimental et autres programmes d'encouragements fiscaux
- Dossiers vérifiés, incidences fiscales

	Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Dossiers vérifiés	4 581	7 644	10 601	7 756	7 756
Total des incidences fiscales ¹ (en milliers de dollars)	56 043	117 728	151 491	110 839	110 839
ETP requis	259	399	477	349	349
Dossiers vérifiés par ETP	18	19	22	22	22
Total des incidences fiscales par vérification (en dollars)	12 234	15 401	14 290	14 291	14 291
¹ Total des incidences fiscales de cette activité de vérification, incluant les impôts fédéraux et provinciaux (provinces participantes seulement), les intérêts et les pénalités, ainsi que la valeur nette actuelle des futurs impôts pouvant être établis.					

Cette activité comporte la vérification de toutes les entreprises qui ne sont pas de grandes entreprises. Les vérifications portent sur l'impôt sur le revenu, la taxe sur les produits et services (TPS) et les taxes prévues par la *Loi sur la taxe d'accise* (p. ex. les taxes d'accise et la taxe de transport aérien).

Tableau 25 : Vérification des petites et moyennes entreprises - Dossiers vérifiés, incidences fiscales ¹

	Budget des dépenses ³ 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Dossiers vérifiés	46 441	90 174	90 256	97 812	97 547
Total des incidences fiscales (en milliers de dollars) ²	981 194	1 320 766	1 280 677	1 403 959	1 390 832
ETP requis	2 262	3 481	3 580	3 920	3 886
Dossiers vérifiés par ETP	21	26	25	25	25
Total des incidences fiscales par vérification (en dollars)	21 128	14 647	14 189	14 354	14 258
Ces données incluent l'information relative à l'impôt sur le revenu et à la taxe sur les produits et services. Total des incidences fiscales de cette activité de vérification, incluant les impôts fédéraux et provinciaux (provinces participantes seulement), les intérêts et les pénalités, ainsi que la valeur nette actuelle des futurs impôts pouvant être exclus les vérifications de la TPS.					

○ **Vérification des grandes entreprises**

Ces vérifications sont fort complexes; elles visent des grandes entreprises dont les revenus bruts dépassent les quinze millions de dollars. Ces entreprises sont en général constituées en sociétés, et elles comprennent les sociétés les plus importantes, dont les déclarations doivent faire l'objet d'une vérification spécialement coordonnée en raison de l'envergure de l'entreprise, de sa dispersion géographique, de sa diversification, de son importance économique ainsi que de la complexité technique du dossier.

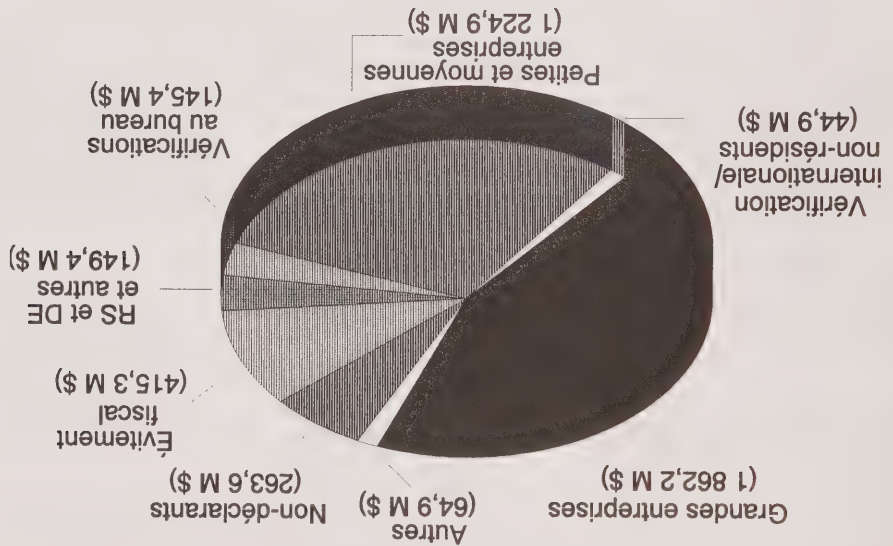
Tableau 24 : Vérification des grandes entreprises - Dossiers vérifiés, incidences fiscales

Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Dossiers vérifiés	3 177	3 131	3 061	3 061
Total des incidences fiscales (en milliers de dollars) ¹	2 473 137	2 473 572	2 231 519	2 231 519
ETP requis	768	757	740	740
Dossiers vérifiés par ETP	4	4	4	4
Total des incidences fiscales par vérification (en dollars)	778 450	790 026	729 016	729 016
¹ Total des incidences fiscales pour cette activité de vérification, incluant les impôts fédéraux et provinciaux (provinces participantes seulement), les intérêts et les pénalités, de même que la valeur nette actuelle des futurs impôts pouvant être établis.				

5. Données sur le rendement

L'ensemble des activités d'observation de Revenu Canada en 1994-1995 a conduit à l'établissement de 4,2 milliards de dollars d'impôts fédéraux et provinciaux supplémentaires. Il est tenu compte dans ces données des initiatives visant l'économie souterraine, qui, en 1994-1995, ont donné lieu à l'établissement de 723 millions de dollars d'impôts supplémentaires.

Tableau 23 : Programmes de vérification et d'exécution - Impôts fédéraux et provinciaux réels en 1994-1995 - Total des incidences sur les impôts recouvrés : 4,2 milliards de dollars¹



¹ Pour chaque catégorie, les montants indiqués incluent les impôts fédéraux et provinciaux (provinces participantes seulement) ainsi que les intérêts et pénalités, sauf dans le cas des non-déclarants où il n'a pas été tenu compte des intérêts. Pour de plus amples renseignements, voir la Section III.

- collaboration avec les pays qui ont conclu des accords avec le Canada en vue de généraliser l'échange d'information; aussi, à l'occasion de colloques internationaux, il faut travailler à la conception de stratégies visant les paradis fiscaux et les administrations où des lois sur le secret bancaire sont en vigueur;
- consultations avec des tiers sur tous les volets de l'observation. Un Comité consultatif sur l'observation, composé de fiscalistes et de représentants du monde de l'enseignement supérieur et du secteur commercial, a été constitué pour conseiller le Ministère sur la manière d'améliorer l'observation et de réduire l'inobservation.

○ affermissement des stratégies actuelles dans le cadre de l'Initiative sur l'économie souterraine par l'élaboration de stratégies particulières à des secteurs donnés. Le Ministère poursuivra ses discussions avec les industries, les associations professionnelles et communautaires, et il continuera de collaborer avec les provinces et avec d'autres ministères fédéraux. Certains secteurs seront visés, et de nouvelles stratégies seront mises au point pour hausser le degré d'efficacité des vérifications, notamment en ce qui a trait au concept d'auto-examen;

○ poursuivre la mise en oeuvre de accords de coopération conclus entre le gouvernement et chacune des provinces et conclure des accords avec le Yukon et les Territoires du Nord-Ouest. Ces accords prévoient l'établissement d'un échange d'information et d'une collaboration accrue pour la lutte contre l'économie souterraine, l'évasion fiscale et la contrebande;

○ utilisation généralisée des techniques d'évaluation du risque, fondées sur l'élaboration de profils propres à une industrie ou à un secteur économiques, et à l'analyse des résultats des vérifications, pour des fins d'observation. À ce propos, le Ministère regroupe des équipes et organise de la formation polyvalente, pour rendre possible aussi bien les vérifications conjointes que les vérifications simultanées;

○ développement d'une expertise poussée au sein des programmes fiscaux au niveau international, expertise englobant tous les secteurs associés aux non-résidents et aux opérations internationales. Des travaux de recherche analytique sont menés en vue d'améliorer la détection des cas d'inobservation dans le domaine des opérations internationales et de formuler des conseils stratégiques pour simplifier les opérations et les investissements au niveau international. Prenons par exemple le cas des résidents canadiens qui, par le truchement de paradis fiscaux, parviennent à soustraire à l'impôt des revenus étrangers qu'ils ont gagnés; voilà un secteur d'activité où pullulent les abus flagrants. Revenu Canada a élaboré une stratégie globale pour contrer ce phénomène. En voici les quatre volets :

- nouvelles exigences de déclaration et raffermissement des lois existantes;
- intensification des activités d'exécution;
- observation accrue des lois et exigences de déclaration en vigueur au Canada de la part des institutions financières canadiennes possédant des succursales à l'étranger;

- adoption d'une approche nouvelle et générale pour la vérification des grandes entreprises pour réduire le fardeau des entreprises et optimiser l'utilisation des ressources;
- accroissement du taux d'observation des petites et moyennes entreprises par l'élaboration de procédures d'évaluation du risque améliorées et par une approche adaptée à ce secteur en matière d'observation;
- hausse du niveau d'observation dans le cadre des programmes d'encouragements fiscaux grâce à un mélange judicieux d'activités d'aide, de sensibilisation et de services d'une part, et d'autre part de mesures d'exécution;
- gestion des examens financiers et scientifiques effectués à l'égard de redressements demandés par les contribuables dans le délai fixé, soit avant la fin de l'exercice 1996-1997;
- détection rapide des cas d'évitement fiscal et des abris fiscaux abusifs, et vérification de tous les cas d'abus éventuels;
- prévision et étude des nouvelles questions de nature législative ou politique, et recommandation de modifications législatives;
- mise en oeuvre d'un programme d'assurance de la qualité des vérifications;
- efficacité accrue des activités des Enquêtes grâce à une recherche et à une analyse plus poussées de l'information contenue dans différentes banques de données, ainsi qu'à une liaison plus soutenue et à un échange d'information accru avec d'autres organismes d'exécution;
- amélioration des niveaux d'observation par la vérification des opérations internationales, pour préserver l'assiette fiscale du Canada et pour promouvoir l'observation à l'étranger;
- meilleure coordination et échange d'information accru avec d'autres administrations fiscales, à des fins d'observation; modification de la politique en fonction des activités de vérification et des résultats de la recherche stratégique, pour établir les secteurs que doit viser la vérification internationale et pour fournir une orientation;
- application de la stratégie internationale d'observation des règles fiscales afin de mieux refléter la structure des échanges, de faire en sorte que les entreprises canadiennes ne soient pas grevées d'une double imposition, et d'appuyer le commerce;

1. Objectif

Hausser le niveau d'observation des lois dont l'application relève du Ministère.

2. Description

Afin de réaliser un ensemble de programmes liés à la vérification et à l'exécution de l'observation des lois fiscales. Ces programmes comprennent divers examens, vérifications et enquêtes destinés à améliorer l'observation et à assurer l'équité du régime d'autocotisation.

3. Sommaire des ressources

Tableau 22 : Sommaire des ressources de l'activité

(milliers de dollars)					
	Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Vérification et exécution	428 292	436 832	462 631	466 237	470 502
ETP	7 789	7 947	8 177	8 323	8 334

Des ressources supplémentaires ont été prévues dans le budget des dépenses de 1996-1997 et des années subséquentes en vue de la mise en oeuvre des mesures annoncées dans le budget fédéral de février 1995, du maintien des activités d'exécution dans certains secteurs et de leur intensification dans d'autres secteurs.

4. Projets et priorités pour les prochaines années

La stratégie d'ensemble en matière de vérification et d'exécution est la suivante : combattre l'inobservation sous toutes ses formes; dissuader toute velléité d'inobservation; et exprimer un message positif à l'endroit de tous ceux qui observent volontairement la loi.

Au cours des années de planification, le Ministère continuera à travailler à la réalisation des objectifs et projets suivants :

- mise en place d'une stratégie pour maximiser l'incidence des activités ministérielles sur le taux d'observation;

Tableau 21 : Interprétation de la politique et appels - Acceptation des décisions définitives du Ministère¹

Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Interprétations de la politique - LMSI	425	415	425	425
ÉTP requis	42	42	44	44
Rendement par ÉTP	10	10	10	10
Interprétations de la politique - valeur	238	190	130	130
ÉTP requis	8	9	7	7
Rendement par ÉTP	30	21	19	19
Interprétation de la politique - classement tarifaire	10,160	17,658	16,150	15,900
ÉTP requis	32	48	39	38
Rendement par ÉTP	318	368	414	418
Appels des décisions tarifaires et des cotisations	11,990	13,899	11,040	10,830
ÉTP requis	40	69	65	60
Rendement par ÉTP	300	201	170	181
Décisions arbitrales concernant les saisies	7,000	5,114	3,500	3,500
ÉTP requis	72	73	50	50
Rendement par ÉTP	97	70	70	70
Acceptées	96 %	96 %	96 %	96 %
Maintenues par un tribunal extérieur	2 %	2 %	2 %	2 %
Annulées par un tribunal extérieur	2 %	2 %	2 %	2 %
extérieur	2 %	2 %	2 %	2 %

¹ Comprend les décisions dont il peut en être appelé à un organisme extérieur lorsque la décision définitive du Ministère ne correspond pas totalement à l'affirmation de l'appelant.

Tableau 20 : Interprétation de la politique et appels

Tableau 18 : Contrebande et fraude

Saisie de marchandises ¹	- Valeur (en milliers de dollars) ²	Enquêtes	- Cas ayant fait l'objet d'enquête	- Poursuites criminelles	terminées
Budget des dépenses 1994-1995	846 500	900 000	1 344	1 302	140
Budget des dépenses 1995-1996	900 000	900 000	1 300	1 300	145
Budget des dépenses 1996-1997	900 000	900 000	1 300	1 300	145
Budget des dépenses 1997-1998	900 000	900 000	1 300	1 300	145
Budget des dépenses 1998-1999	900 000	900 000	1 300	1 300	145

¹ Comprenant les drogues, l'alcool, les bijoux et les produits du tabac. D'autres indicateurs de rendement, soit le nombre de saisies de contrebande par rapport au nombre d'examen relatifs aux marchandises de contrebande (cibles sont en voie d'être établies dans le cadre de la stratégie ministérielle de lutte anticontrabande. Ces résultats devraient figurer dans le Budget des dépenses principal du prochain exercice).

² Ne comprend pas la valeur des armes à feu saisies.

Les tableaux 19, 20 et 21 fournissent d'autres renseignements sur la charge de travail pour les activités d'appréciation et rajustements, et interprétations de la politique et appels.

Tableau 19 : Appréciation et rajustements

Déclarations de marchandises renvoyées pour examen	ÉTP requis	Rendement par ÉTP	Demandes de rajustement traitées	ÉTP requis	Rendement par ÉTP
Budget des dépenses 1994-1995	1 699 000	6 363	498 000	722	690
Budget des dépenses 1995-1996	1 945 110	216	422 931	732	578
Budget des dépenses 1996-1997	1 823 345	202	364 610	592	616
Budget des dépenses 1997-1998	1 859 812	198	357 318	580	616
Budget des dépenses 1998-1999	1 897 008	194	350 171	569	615

Tableau 16 : Voyageurs

	Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Voyageurs traités ¹ (en milliers)	106 400	105 500	106 000	107 000	108 000
Taux d'observation ²					
- Air	87 %	88 %	88 %	89 %	89 %
- Route	96 %	96 %	96 %	96 %	96 %
Satisfaction des clients ³	92 %	92 %	92 %	92 %	92 %
Satisfaction des clients en général ⁴	85 %	85 %	86 %	86 %	87 %
¹ Voyageurs qui entrent au Canada, par n'importe quel mode, et qui font leur déclaration douanière. ² Voyageurs, pour chaque mode, qui observent les lois appliquées par les Services frontaliers des douanes. Cette mesure est le résultat de l'échantillonnage statistique qui est systématiquement appliqué aux points d'entrée d'un bout à l'autre du pays. ³ Les voyageurs qui, lors d'une enquête, déclare être raisonnablement, sinon très satisfaits, du service qu'ils ont reçu. ⁴ Les voyageurs qui, lors d'une enquête, indique être raisonnablement, sinon très satisfaits, de ce que font les Services frontaliers des douanes en général.					

Tableau 17 : Secteur commercial

(en milliers)	Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Mainlevées traitées ¹	7 720	8 200	8 220	8 710	9 230
Documents de déclaration traités ²	9 050	10 015	11 000	12 100	13 300
Expéditions postales pour lesquelles des cotisations ont été imposées ³	2 013	1 725	1 700	1 500	1 500
Expéditions par service de messagerie dédouanées ⁴	5 120	6 400	8 450	10 560	13 200
¹ Expéditions commerciales dédouanées arrivant par les modes route, air, rail et maritime. ² Formulaires de déclaration douanière (B3) traités. ³ Formulaires de déclaration pour les importations postales (E14) traités. ⁴ Expéditions par service de messagerie dédouanées, d'une valeur excédant 20 \$ et ne dépassant pas 1 200 \$ (ce dernier montant passant à 1 600 \$ après le 1 ^{er} décembre 1995).					

- Pour répondre aux besoins des grandes entreprises clientes, les Services frontaliers des douanes et d'application des politiques commerciales compléteront leur programme actuel de vérification axée sur les transactions en y ajoutant un programme de vérification périodique ou de contrôle de ce type. D'ici l'automne 1996, un certain nombre d'entreprises canadiennes de divers secteurs industriels feront partie de ce nouvel environnement de vérification.
- Examiner l'essai des applications du secteur aérospatial entrepris avec six membres de l'Association des Industries aérospatiales du Canada et l'essai des applications du secteur automobile avec les sociétés Chrysler, Ford et General Motors. De nouveaux concepts sont présentement à l'essai dans les secteurs du traitement des marchandises commerciales, de la déclaration préliminaire, de la mainlevée, de la déclaration en détail, des rajustements et de la vérification des douanes.
- Des normes de service et des mesures relatives à l'obligation de rendre compte sur le plan opérationnel seront élaborées en 1996 aussi bien dans la filière voyageurs que commerciale
- Renforcer les activités de l'exécution en s'appuyant sur l'évaluation des risques pour la prise des décisions en matière d'investissements ainsi que pour le ciblage de la contrebande et de la fraude, c'est-à-dire :
 - Installer le Système intégré d'exécution des douanes (SIED), un système automatisé conçu pour améliorer la protection à la frontière, dans 97 bureaux régionaux d'ici le milieu de 1996 et dans 80 autres bureaux, à risque moins élevé, d'ici le milieu de 1997.
 - Accroître les efforts de coopération avec la GRC et d'autres organismes d'application de la loi.
 - Signer un protocole d'entente avec les transporteurs commerciaux et le secteur privé visant à accroître la capacité du Ministère de lutter contre l'entrée illicite des drogues et autres marchandises de contrebande.
 - Poursuivre la recherche et le développement dans les secteurs de la technologie, des instruments et des techniques de détection, y compris en ce qui concerne l'insonscan de fabrication canadienne et autres systèmes d'immovateurs de détection de la drogue, les nouvelles technologies de radioscopie, les instruments spécialisés servant à l'examen et les techniques de ciblage et de détection utilisées dans le cas des armes à feu et des terroristes.

- Mettre en oeuvre les changements nécessaires aux Services Frontaliers des douanes et d'application des politiques commerciales afin de respecter les accords internationaux portant sur des initiatives majeures comme l'Accord «ciels ouverts», l'Organisation mondiale du commerce (OMC), l'élargissement de l'Accord de libre-échange nord-américain (ALENA) et l'Accord entre le Canada et les États-Unis sur leur frontière commune
- 5. Données sur le rendement**
 - La réorganisation des secteurs commercial et voyageurs vise à réduire les coûts et les complications associés au processus d'importation des marchandises commerciales. Son objectif est d'accélérer et de simplifier les formalités douanières pour les voyageurs représentant un risque peu élevé et d'améliorer les services offerts aux voyageurs, en adoptant notamment les mesures suivantes :
 - Le Système de soutien de la mainlevée accélérée des expéditions commerciales (SSMAEC), un système automatisé conçu pour permettre aux importateurs d'utiliser le commerce électronique et ce, pour tous les modes de transport. Le SSMAEC sera mis en oeuvre à l'échelle nationale au cours de 1996, et il est prévu que d'ici 1998, la mainlevée électronique sera utilisée pour 80 % de toutes les importations commerciales.
 - Un projet de commerce électronique entrepris dans le cadre de l'Accord sur les frontières communes, appelé Prototypage pour l'Accord de libre-échange nord-américain (ALENA), qui comprendra des éléments de données, des documents et des processus communs et qui permettra aux clients d'échanger des renseignements commerciaux entre eux et avec les administrations douanières des trois pays, soit le Canada, les E.-U. et le Mexique.
 - Conformément à l'Accord sur les frontières communes, le CANPASS est à l'essai en ce moment dans les principaux aéroports, pour les grands voyageurs, pour les personnes qui entrent au Canada par avion ou bateau particulier et pour les résidents locaux qui utilisent les bureaux de douane en région éloignée. Si les résultats des essais s'avèrent un succès, les programmes CANPASS seront mis en oeuvre d'un bout à l'autre du pays.
 - Des projets de services communs ont été entrepris avec d'autres ministères et organismes fédéraux, comme Agriculture et Agro-alimentaire et Citoyenneté et Immigration, en vue d'améliorer la prestation des programmes et le service à la clientèle.

4. Plans et priorités pour les prochaines années

- Protéger les Canadiens en réorientant les ressources de la vérification et de l'exécution vers des secteurs représentant aussi bien des risques que des recettes élevés
- Faciliter la circulation des marchandises et des personnes qui représentent un risque peu élevé, en mettant en oeuvre des programmes et des systèmes simplifiés axés sur la clientèle qui permettent d'accélérer les formalités, tout en maintenant les contrôles appropriés
- Faire en sorte que les clients comprennent clairement leurs droits et leurs obligations, en offrant des programmes d'aide adaptés à la clientèle et des services d'information précis, pertinents et accessibles
- Assurer la prestation efficace et rentable des programmes gouvernementaux à la frontière, en établissant des partenariats avec les clients, les intervenants, les autres ministères et les administrations douanières d'autres pays
- Percevoir les recettes du gouvernement, en s'assurant que les droits, les taxes, les intérêts et les pénalités sont calculés correctement et perçus efficacement
- Elaborer et gérer une main-d'oeuvre hautement compétente, motivée et souple, dont les membres possèdent la capacité et les outils nécessaires pour exercer leurs fonctions avec efficacité et en toute sûreté, dans un environnement dynamique
- Encourager les administrations douanières d'autres pays à élaborer des procédures qui soient davantage facilitantes, définies et transparentes et moins coûteuses, de façon à permettre aux exportateurs canadiens de participer de façon plus active aux marchés d'exportation, qu'ils soient nouveaux ou déjà en place
- Continuer la réorganisation du processus douanier pour le secteur commercial, en abandonnant les transactions sur support papier au profit de la vérification périodique pour les grands importateurs, ce qui permettra aux entreprises canadiennes de devenir compétitives sur les marchés mondiaux et de le rester
- Evaluer les nouvelles technologies et les pratiques d'affaires modernes et adopter celles qui sont susceptibles de simplifier les procédures, de réduire la paperasserie et de minimiser les coûts liés à l'observation - c'est-à-dire tant sur le plan du temps que de l'argent

Tableau 15 : Sommaire des ressources de l'activité

3. Sommaire des ressources

Cette activité s'occupe d'assurer la souveraineté à la frontière et la prestation des services douaniers à la frontière et au secteur commercial conquis pour faire valoir et appuyer les objectifs des gouvernements en matière de politique étrangère et socio-économique du pays, pour ainsi protéger l'industrie et la société canadiennes par un contrôle de la circulation des gens, des marchandises et des moyens de transport entrant au Canada ou le quittant, veiller à ce que les entreprises reçoivent les avantages prévus par diverses ententes internationales et autres instruments de la politique commerciale du gouvernement, dans le but de soutenir la compétitivité industrielle du pays; et appliquer des mesures d'exonération de droits ayant trait à certaines marchandises importées qui sont exemptées de la politique commerciale du gouvernement, afin d'appuyer la politique économique nationale, par exemple dans le cas du développement industriel.

2. Description

Protéger les Canadiens et la souveraineté canadienne, aider les industries canadiennes à être compétitives et appuyer les politiques économiques en assurant l'observation des lois fiscales, frontalières et commerciales canadiennes.

1. Objectif

B. Services frontaliers des douanes et application des politiques commerciales

(en milliers de dollars)	Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998 ¹	Prévu 1998-1999
Services frontaliers des douanes et application des politiques commerciales	380 005	376 852	378 429	347 540	340 942
ETP	7 469	7 618	7 579	6 952	6 779

¹ Tel que mentionné à la section I, les niveaux de ressources pour les initiatives anticontrabande sont en baisse après l'exercice 1996-1997. La situation actuelle de ces initiatives fait présentement l'objet d'une étude.

Tel que mentionné à la section I, les niveaux de ressources pour les initiatives anticontrafandage sont en baisse après l'exercice 1996-1997. La situation actuelle de ces initiatives fait présentement l'objet d'une étude.

- Vérifier les renseignements de revenus indiqués par les contribuables en les comparant aux montants sur les feuillets de renseignements reçus de tiers (feuillets T4 reçus des employeurs, feuillets T5 sur les revenus de placements envoyés par les institutions financières)
- Procéder à un rapprochement avec la déclaration du conjoint à l'égard des déductions, des crédits et du revenu net
- Vérifier les renseignements utilisés par certains programmes de prestations, comme ceux de la prestation fiscale pour enfants (PFE) et du Crédit pour taxe sur les produits et services (CTPS)
- Procéder à tout redressement nécessaire en cas d'écarts et envoyer un avis de nouvelle cotisation s'il y a lieu

Tableau 14 : Rapprochement des déclarations, impôts supplémentaires établis

	Budget des dépenses	Budget des dépenses	Budget des dépenses	Budget des dépenses	Prévu	Prévu
	1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	Prévu
Rapprochement manuel ou assisté par ordinateur :	732 258	1 100 000	1 084 000	1 184 000	1 184 000	1 184 000
Déclarations examinées						
ETP requis	177	207	174	174	174	174
Déclarations examinées par ETP	4 137	5 314	6 230	6 805	6 805	6 805
Impôts supplémentaires établis ¹ (en milliers de dollars)	171 780	203 800	203 925	233 925	233 925	233 925
Rapprochement entièrement automatisé						
Nouvelles cotisations établies	306 712	237 000	236 000	236 000	236 000	236 000
Impôts supplémentaires établis ¹ (en milliers de dollars)	23 220	26 200	19 850	19 850	19 850	19 850
Comprend les impôts fédéraux et provinciaux supplémentaires établis.						

○ **Établissement des cotisations - Revue du traitement**

- Vérifier que toutes les demandes sont dûment étayées et que les cotisations ont été correctement établies.

- Valider les demandes d'encouragements fiscaux et de crédits d'impôt provinciaux.

Le Ministère, afin de maximiser son efficacité, a mis en oeuvre un processus de restructuration de l'approche utilisée quant au traitement des déclarations de revenus des particuliers.

La procédure comportait auparavant un examen de prétraitement et, dans certains cas, il était nécessaire de communiquer avec le client avant que l'avis de cotisation ne soit établi. Dans le cadre de la nouvelle procédure, la plupart des déclarations sont acceptées telles qu'elles ont été produites, des mesures de vérification plus poussées étant prises par la suite. Cette nouvelle approche s'est traduite par un meilleur service à la clientèle en raison d'une diminution des délais de traitement.

La fonction Revue du traitement a recours à des logiciels ultraperformants pour repérer les déclarations, sur papier ou sur support électronique, qui présentent les plus grands risques pour l'établissement de la cotisation.

Tableau 13 : Revue du traitement, impôts supplémentaires établis

	Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Déclarations examinées	650 942	978 983	950 000	1 050 000	1 150 000
ÉTP requis	181	281	280	280	280
Déclarations examinées par ÉTP	3 596	3 484	3 393	3 750	4 107
Impôts supplémentaires établis ¹ (en milliers de dollars)	50 650	75 790	70 000	77 000	85 000
Impôts supplémentaires établis par déclaration examinée (en dollars)	78	77	74	73	74

¹ Comprend les impôts fédéraux et provinciaux supplémentaires établis.

Établissement des cotisations - Traitement des déclarations

- Procéder à l'entrée dans l'ordinateur des renseignements figurant dans les déclarations de revenus qui n'ont pas été envoyés par voie électronique (TFD)
- Revoir et traiter tout rajustement nécessaire suite aux erreurs qui ont été repérées
- Traiter les rajustements requis par les clients par suite d'une cotisation initiale
- Mettre à jour tous les comptes aux fins de cotisation et de renseignements sur les remises
- Mettre en mémoire et, s'il y a lieu, récupérer les déclarations de revenus
- Envoyer un avis à chaque client, une fois le traitement terminé, pour lui expliquer le détail de la cotisation et préciser les motifs des modifications apportées.

Tableau 12 : Déclarations par genre

Déclarations (en milliers)	Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Particuliers	20 513	21 035	21 650	21 950	22 250
Sociétés	1 020	1 050	1 093	1 155	1 199
Fiducies	150	155	155	155	155
Produits et services ¹	1 634	1 667	1 847	1 984	2 121
Autres	255	157	157	157	157
Total	23 572	24 064	24 902	25 401	25 882
ETP requis	7 412	6 080	6 074	5 639	5 643
Déclarations par ETP	3 180	3 958	4 100	4 505	4 587

¹ Ne comprend pas les déclarations des inscrits au Québec.

La diminution du nombre de demandes de renseignements traitées par Revenu Canada correspond aux plans du Ministère visant à explorer d'autres modes de communication de renseignements et de traitement des demandes de renseignements, par exemple :

- la simplification des publications et l'apport d'autres modifications au programme, de sorte que les clients n'auront pas à présenter aussi souvent des demandes de renseignements à Revenu Canada;
- le perfectionnement des systèmes de réponse vocale automatisée pour demandes de renseignements du Ministère et d'autres fonctions de libre-service;
- la prestation de services en utilisant de nouveaux modes de communication, par exemple l'Internet.

○ Aide aux clients - Décisions et interprétations

- Elaborer et faire connaître aux entreprises et aux organismes nationaux des énoncés de politique portant sur l'interprétation par le Ministère de différentes dispositions législatives
- Fournir des décisions et des interprétations sur la TPS aux entreprises et aux organisations canadiennes
- Rendre des décisions anticipées IR aux grandes entreprises lorsqu'elles envisagent une réorganisation et d'importantes acquisitions

Tableau 11 : Décisions et interprétations

	Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Décisions et interprétations en matière de TPS	12 370	12 600	11 300	10 000	9 000
ETP requis	136	132	124	110	99
Décisions et interprétations (TPS) par ETP	91	95	91	91	91
Décisions et opinions en matière d'impôt	3 300	3 410	3 250	3 250	3 250
ETP requis	61	57	57	57	57
Décisions et opinions (impôt) par ETP	54	60	57	57	57

5. Données sur le rendement

Le régime d'autocotisation du Canada pour l'application des politiques et des lois fiscales repose sur la compréhension et sur l'honnêteté des particuliers et des entreprises. Les services de Revenu Canada ont donc pour objet de faciliter l'observation volontaire des lois canadiennes.

○ Aide aux clients - Demandes de renseignements du public

- Traiter les demandes de renseignements faites par téléphone, par le courrier ou au comptoir par des particuliers et des sociétés.

Une demande de renseignements peut couvrir l'information concernant les exigences en matière de déclarations pour les particuliers et les sociétés jusqu'à l'application d'interprétations techniques des différentes sections de la *Loi de l'impôt sur le revenu* et de la *Loi sur la taxe d'accise*, des règlements transitoires, des précédents jurisprudentiels, des conventions fiscales et d'autres lois connexes.

Tableau 10 : Demandes de renseignements du public ¹

Demandes de renseignements (en milliers)	Budget des dépenses 1994-1995	Budget des dépenses 1995-1996	Budget des dépenses 1996-1997	Prévu 1997-1998	Prévu 1998-1999
Demandes de renseignements des particuliers	16 226	15 852	14 246	13 321	13 329
Demandes de renseignements des sociétés ²	4 048	3 442	3 320	3 105	3 106
Total	20 274	19 294	17 566	16 426	16 435
ETP requis	2 275	2 019	1 849	1 729	1 730
Demandes de renseignements par ETP	8 912	9 556	9 500	9 500	9 500
¹ Exclut les demandes de renseignements traitées par système de réponse téléphonique automatisée.					
² Comprend les demandes de renseignements concernant la taxe sur les produits et services et les retenues à la source faites par l'employeur.					

4. Projets et priorités pour les prochaines années

- Utilisation généralisée d'outils technologiques, et promotion des transactions électroniques (personnelles et commerciales), pour que Revenu Canada puisse offrir des services plus uniformes de façon plus rapide, grâce notamment à l'archivage et à la récupération des déclarations, à la diffusion de l'information et au traitement des opérations par des moyens électroniques
- Conclusion de partenariats stratégiques avec d'autres ministères et organismes fédéraux ainsi qu'avec les gouvernements provinciaux, dans le but de réduire les chevauchements et le double emploi, de partager les compétences et de communiquer plus efficacement
- Restructuration des principaux processus administratifs, par exemple le traitement des déclarations, la façon dont le Ministère donne suite aux demandes de renseignements des particuliers et des entreprises et comptabilise les recettes
- Pour rendre possible cette restructuration, il faut poursuivre la mise en application du numéro d'entreprise unique, pour rationaliser l'enregistrement des quatre grandes catégories de clients de Revenu Canada : les auteurs de versements de TPS, les employeurs, les sociétés, et les importateurs et exportateurs. Ainsi, chaque client peut recevoir un traitement global, plutôt que de devoir s'acquitter de formalités distinctes pour chaque programme de recettes
- Établissement d'un programme de consultation plus proactif des clients en vue de dégager des mesures pour alléger le fardeau de l'observation
- Poursuite des initiatives d'amélioration du service et du rendement opérationnel, fondées sur le client et sur le soutien des mesures de simplification, par exemple la prestation d'un service à guichet unique permettant aux clients de l'ensemble du pays de s'adresser à un même endroit pour obtenir des formulaires ou des renseignements et faire des paiements. Autre exemple, l'intégration des comptes grâce à un état combiné qui permet aux entreprises de compenser une dette dans un secteur, comme l'impôt sur le revenu, par un crédit dans un autre, comme la TPS
- Soutien des objectifs du gouvernement au niveau international par une gestion efficace des relations internationales cultivées par le Ministère
- Intensification des activités de revue du traitement pour mieux repérer les déclarations qui présentent les risques les plus élevés, en vue d'établir correctement l'impôt à payer

b) Établissement des cotisations : Cette sous-activité comprend les tâches liées aux cotisations et au traitement des déclarations de revenus des particuliers et des sociétés, aux fins de l'impôt, de la taxe sur les produits et services ou à d'autres fins. La gamme des activités à accomplir inclut l'impression et la distribution au public des déclarations de revenus et de TPS, des déclarations douanières et des autres déclarations de renseignements, sans oublier les brochures et les autres publications. Lorsque les déclarations d'impôt sont reçues par les centres fiscaux sur support papier ou sur support électronique, elles sont triées en fonction de leur complexité, puis saisies et expurgées des erreurs les plus flagrantes. Les données sont ensuite transmises au centre de calcul pour l'établissement de la cotisation et l'envoi d'un avis avec remboursement, solde néant ou solde dû.

Les autres activités sont : une fonction d'enregistrement, qui consiste à recueillir les renseignements de base dont Revenu Canada a besoin dans ses rapports avec la clientèle pour assurer l'observation, ainsi que les renseignements nécessaires à d'autres ministères, lorsqu'il n'y a pas de façon plus efficiente de les recueillir; une autre tâche consiste à l'entrepôtage et à la récupération des déclarations, au traitement des redressements demandés par les contribuables, aux écritures concernant les cotisations, les versements applicables aux contribuables - les inscriptions peuvent être portées, selon le cas, au compte du Régime de pensions du Canada, de l'assurance-chômage, de la taxe sur les produits et services, de droits ou de prélèvements d'impôt, ou à d'autres comptes fédéraux ou provinciaux. Un programme de revue du traitement examine les demandes de réductions et de crédits et apporte les corrections nécessaires. Enfin, un programme de rapprochement détecte les revenus non déclarés et apporte les modifications requises.

3. Sommaire des ressources

Tableau 9 : Sommaire des ressources de l'activité

(en milliers de dollars)					
Budget des dépenses	1994-1995	Budget des dépenses	1995-1996	Budget des dépenses	1996-1997
Aide aux clients	170 783	161 514	158 363	143 855	138 545
Etablissement des cotisations	407 679	400 191	461 251	436 821	430 040
Total	578 462	561 705	619 614	580 676	568 585
ÉTP	11 871	10 969	10 401	9 647	9 347

A. Aide aux clients et établissement des cotisations

1. Objectif

Promouvoir l'autocotisation et l'observation, et traiter les déclarations des clients.

2. Description

Afin de sensibiliser les clients à leurs droits et obligations; établir et maintenir à jour une liste d'enregistrement des clients; leur fournir les formulaires et les renseignements nécessaires pour la production de déclarations exactes dans les délais prescrits; répondre aux demandes de renseignements des clients; traiter leur déclaration et établir leur cotisation dès la réception; faire part des résultats aux clients par l'envoi d'avis de cotisation; acheminer les versements; reporter aux comptes des clients toutes les cotisations et tous les versements; et faire une vérification limitée d'éléments qui ont été acceptés au stade de la cotisation. L'activité comprend aussi un rôle consultatif auprès des autres ministères de l'État à l'égard de la faisabilité administrative de nouvelles mesures législatives et de nouvelles conventions fiscales en voie de négociation; des activités relatives à l'enregistrement des organismes de bienfaisance, et à l'agrément des régimes de pension et de revenu différé et de la prestation de décisions anticipées sur les conséquences fiscales de transactions éventuelles.

Cette activité comporte les deux sous-activités suivantes.

a) **Aide aux clients :** Cette sous-activité vise à combler les demandes de renseignements, ce qui contribue beaucoup à faciliter l'observation de la part des clients. Les communications et la consultation sont d'autres aspects importants de l'aide aux clients; Revenu Canada veille à diffuser l'information sur ses programmes et activités au grand public, aux médias et aux organismes concernés.

L'aide fournie par Revenu Canada à ses clients peut aussi prendre une forme indirecte : liaison avec le ministère des Finances et avec d'autres ministères dans le cadre de consultations sur l'applicabilité des textes de loi, des conventions fiscales et des accords de sécurité sociale et de perception; rédaction et diffusion de bulletins d'interprétation; prestation de décisions anticipées pour permettre aux fiscalistes et aux clients de connaître à l'avance la position du Ministère sur les répercussions fiscales d'opérations commerciales envisagées.

Tableau 8 : Répartition du Budget des dépenses 1996-1997 entre les activités (en pourcentage des montants)

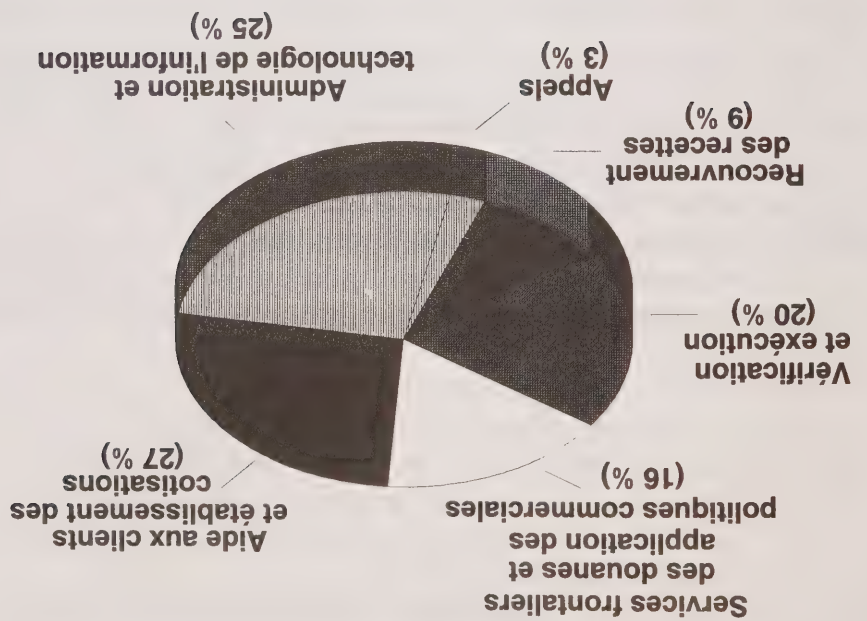


Tableau 7 : Ventilation de l'augmentation nette

Budget des dépenses 1995-1996 au Budget des dépenses 1996-1997 (en milliers de dollars)	
2 136 998	Budget des dépenses 1995-1996
Incidence des nouvelles approbations du gouvernement (1996-1997)	
42 000	● Versements statutaires associés au transfert de responsabilité et d'autorité de Développement des ressources humaines Canada (DRHC) dans le cadre du programme d'allocations spéciales pour enfants (ASE)
	● Transfert des ressources de Développement des ressources humaines Canada (DRHC) pour l'administration de l'élément admissibilité au programme de prestation fiscale pour enfants et au programme d'ASE
	● Pour mettre en oeuvre une série de mesures annoncées dans le budget fédéral de février 1995, c'est-à-dire :
	- Exigences de déclaration pour l'industrie de la construction
7 990	- Élimination du report de l'impôt sur les revenus d'entreprises
	- Modification au taux d'imposition des sociétés et au taux d'intérêt
	- Plafond de cotisation pour les régimes d'épargne-retraite
	- Déclarations de revenus concernant les utilisations internationales
	- Retenue d'impôt - Sécurité de la vieillesse des non-résidents
	- Recherche scientifique et développement expérimental
	- Événement fiscal au moyen de déductions relatives aux abris fiscaux
	- Incitation fiscale pour films canadiens admissibles
	723
27 820	27 820
	18 960
9 000	● Pour augmenter l'étendue des vérifications et l'activité recouvrement
	● Pour contrebalancer l'augmentation des coûts de papier, d'impression et d'affranchissement
22 579	● Augmentation du taux de contribution au régime de prestations aux employés de 13 % à 14,5 %, tel que fixé par le Conseil du Trésor
	● Divers : Rajustements techniques et autres augmentations/diminutions des niveaux de financement pour les initiatives approuvées
Sous-total	
130 928	Incidence des décisions prises antérieurement par le gouvernement (1994-1995 et 1995-1996)
(20 616)	● Augmentation des réductions du budget fédéral comparativement au Budget des dépenses de 1995-1996 :
	- Examen des programmes - budget de février 1995
	- Gel des augmentations de traitement - budget de février 1995
	- Réduction générale - budgets d'avril 1993 et de février 1994
(54 463)	(54 463)
	● Réductions prévues des ressources approuvées dans le cadre des initiatives anticongestion
(5 838)	● Financement des grandes immobilisations pour les installations à la frontière
	● Divers : rajustements techniques et autres augmentations/diminutions des niveaux de financement pour les initiatives approuvées
Sous-total	
(63 704)	Total des augmentations/(diminutions)
67 224	Budget des dépenses 1996-1997
2 204 222	

3. Sommaire des besoins financiers

Tableau 6 : Besoins financiers par activité

(en milliers de dollars)			
Budget des dépenses	Budget des dépenses	Prévu	Prévu
1995-1996	1996-1997	1997-1998	1998-1999
Aide aux clients et établissement des cotisations	561 705	580 676	568 585
Services frontaliers des douanes et application des politiques commerciales	376 852	347 540	340 942
Vérification et exécution	436 832	466 237	470 502
Recouvrement des recettes	212 348	219 262	223 363
Appels	58 049	59 235	57 239
Administration et technologie de l'information	605 503	568 437	547 465
Dépenses brutes	2 251 289	2 241 387	2 208 096
Moins : Recettes à valoir sur le crédit	114 291	124 939	130 931
Total des crédits	2 136 998	2 116 448	2 077 165
Ressources humaines (ETP) ¹	39 299	37 048	36 371
Recettes à valoir sur le Trésor	79 516	80 523	82 240

¹ Voir le tableau 44 pour d'autres renseignements sur les ressources humaines.

- Le Ministère procède également à la mise en oeuvre d'une nouvelle approche pour les vérifications des petites et moyennes entreprises. L'observation sera améliorée par le biais de processus perfectionnés d'évaluation des risques, et d'une approche sectorielle approfondie en ce qui concerne l'observation. Cet objectif sera réalisé grâce à des profils sectoriels qui rassemblent les données industrielles et économiques, et à l'utilisation d'équipes de vérification industrielle. De plus, lorsque des vérifications de TPS sont effectuées, l'étendue des vérifications sera élargie d'une part par l'examen des indicateurs spécifiques d'observation de la TPS en effectuant des vérifications de l'impôt sur le revenu visant à déterminer l'existence possible de questions liées à l'observation de la TPS; et d'autre part par l'examen des indicateurs relatifs à l'impôt sur le revenu.
- Le plan d'amélioration de la vérification comprend également les éléments suivants qui font l'objet d'efforts continus : l'économie souterraine, l'extension des services des spécialistes aux industries pour faire en sorte que le Ministère dispose des compétences nécessaires dans toutes les industries, une formation et des outils améliorés pour augmenter l'efficacité et la productivité du personnel de vérification, et pour améliorer la qualité du travail de vérification par la mise en oeuvre d'un programme national de qualité de la vérification.
- Versements d'allocations spéciales pour enfants (ASE) : Il s'agit de versements faits à l'égard des enfants par des organismes ou des institutions fédérales et provinciales en vertu de la *Loi sur les versements d'allocations spéciales pour enfants*, en remplacement des versements qui seraient normalement faits aux parents en vertu du programme de prestation fiscale pour enfants. La responsabilité et les ressources associées au programme ASE, qui vise à déterminer l'admissibilité à la PFE, incombaient à Développement des ressources humaines Canada. Ces fonctions ont été transférées à Revenu Canada depuis le 28 août 1995. L'unification de ces programmes sous un seul Ministère vise à fournir un simple point de contact pour les clients, et à maximiser l'efficacité administrative par l'élimination du chevauchement des processus et des bases de données.

Stratégie de lutte contre la contrebande : Le Ministère procède à l'élaboration d'une stratégie de lutte contre la contrebande qui, à partir de l'expérience acquise suite à l'initiative anticontrebande, évaluera efficacement les risques et les utilisera à des fins de décisions d'investissements et de ciblage d'activités de fraude et de contrebande.

Stratégie d'amélioration de l'observation : Le Ministère met en application une stratégie complète d'amélioration de l'observation qui, comme son nom l'indique, vise à susciter et à maintenir un niveau acceptable d'observation de la loi. Elle consiste surtout à déterminer les facteurs qui influent sur l'observation ou l'inobservation de la loi, puis à établir en conséquence les tactiques précises qui garantiront les meilleurs résultats possibles sur le plan de l'observation. Elle comprend des mesures coordonnées prises par tous les secteurs d'activité ainsi qu'une approche unifiée de la vérification, des enquêtes, de la vérification et des recouvrements. Par exemple, le Ministère est en train d'adopter envers la vérification des grandes entreprises une nouvelle approche telle que décrite ci-après. La stratégie comporte d'autres éléments, notamment : des campagnes d'information et de sensibilisation du public concernant les conséquences de l'inobservation; le remplacement d'une approche ponctuelle par la détermination des secteurs précis qui font problème et la prise de mesures visant spécialement ces secteurs; le ciblage stratégique des mesures d'exécution en fonction de l'évaluation des risques. Le Ministère affermit les relations avec les provinces, les autres ministères du gouvernement et les clients extérieurs. Un Comité consultatif de l'observation, formé de représentants des fiscalistes, du monde de l'enseignement supérieur et des entreprises, conseillera le Ministère sur les moyens d'accroître l'observation volontaire et de diminuer l'inobservation.

Plan d'amélioration de la vérification : Le Ministère a adopté un vaste plan d'améliorer l'efficacité de la fonction vérification. Le plan d'amélioration de la vérification prévoit une nouvelle approche pour les vérifications des grandes entreprises visant à améliorer l'observation et à faire en sorte que les vérifications soient mieux coordonnées, plus efficaces et rentables, tout en réduisant les coûts d'observation pour les grandes entreprises. La nouvelle approche s'appuie sur des équipes de vérification intégrée pour mener des vérifications complexes et intégrées des grandes entreprises, tout en combinant des questions d'impôt sur le revenu, de fiscalité internationale, de taxe sur les produits et services et de douane. Des protocoles uniques seront établis avec les grandes entreprises pour améliorer la communication et la collaboration entre Revenu Canada et les contribuables. Ces protocoles établiront un cadre de plan quinquennal qui comprend les vérifications complètes, les vérifications de conformité et l'identification de questions importantes en matière de vérification.

Ces avantages seront obtenus grâce à des mesures diverses, par exemple la mise en oeuvre de programmes pour les grands voyageurs (comme CANPASS, voir la Section III), la rationalisation des procédés visant le secteur commercial et des exigences en matière de données (comme dans le prototype de l'ALÉNA, voir la Section III) et l'étude des possibilités de partager le matériel et les installations à la frontière.

- Modernisation des programmes voyageurs : Il s'agit d'accélérer et de simplifier le passage à la douane des voyageurs à faibles risques ainsi que d'améliorer le service aux voyageurs. Cela revêtira une importance particulière à mesure que les effets de l'accord Ciel ouvert qui dérèglementent les vols transfrontière entre les E.-U. et le Canada, se feront sentir par l'augmentation des demandes de services et du nombre de voyageurs dans les grands aéroports. Le Ministère continuera d'établir des voies de passage rapide pour les voyageurs à faibles risques et d'effectuer des vérifications sélectives dans les bureaux de douane.

- Refonte des procédés administratifs relatifs à la frontière et au commerce, dans le cas des importateurs commerciaux (cette initiative était précédemment signalée comme Nouvelles relations d'affaires (NRA)) : Le Ministère poursuit ses efforts pour modifier en profondeur les procédures administratives liées à l'importation au Canada de produits utilisés à des fins commerciales. Cette refonte vise à améliorer considérablement l'observation globale de la loi tout en réduisant les coûts et en augmentant la compétitivité pour les entreprises canadiennes. La vérification de clients deviendra une méthode à employer pour assurer l'observation de la loi, ce qui représente un changement fondamental par rapport à l'approche classique consistant à s'intéresser uniquement à l'aspect comptable de transactions données. Le recours à la vérification permet au Ministère de veiller plus efficacement au respect des accords commerciaux conclus par le Canada, ce qui contribue à rendre équitables pour les importateurs les règles du jeu. Au nombre des autres avantages éventuels, on peut mentionner une procédure de mainlevée accélérée, une diminution des exigences en matière de données au moment de la mainlevée et de la comptabilisation, et la compensation de recettes au moment du paiement.
- Des taux d'observation de la loi sensiblement plus élevés, une procédure rapide et certaine, une circulation ininterrompue des marchandises et l'emploi de procédés relatifs à l'observation de la loi moins coûteux, facteurs décisifs de la compétitivité à l'échelle internationale, deviennent réalité dans le cadre remanié de l'application de la politique commerciale et de la gestion frontalière.

b. Nouvelles initiatives principales

En plus des nouvelles initiatives suivantes, la Section III de ce document fournit également une mise à jour sur les principales initiatives courantes.

- Stratégie en matière de qualité du service : L'élaboration et la mise en application de la Stratégie en matière de qualité du service représentent la réaction du Ministère à l'initiative pour des services de qualité, qui vise l'ensemble de l'administration fédérale. Plusieurs projets découleront de la stratégie, y compris la création d'un indice général de la satisfaction de la clientèle. Cet indice donnera au Ministère un « instantané » de ce que le public pense de ses services, grâce au calcul d'un nombre unique à partir d'une série de mesures de la satisfaction des clients. En même temps, l'indice aidera le Ministère à comprendre dans quelle mesure il répond aux besoins de ses clientèles fort diverses.

- Services communs : Des projets de services communs auront lieu avec la collaboration d'autres ministères et organismes fédéraux, afin d'unifier les activités exercées aux frontières. Certains ministères, notamment Citoyenneté et Immigration Canada ainsi qu'Agriculture et Agro-alimentaire Canada, travaillent avec Revenu Canada à élaborer et à mettre en application des plans qui leur permettraient de rationaliser leurs activités d'inspection à la frontière tout en y maintenant une présence efficace à des fins de contrôle.

L'accord entre le Canada et les E.-U. sur leur frontière commune, annoncé en février 1995, pave la voie à la modernisation des opérations frontalières exercées le long de la frontière terrestre entre les deux pays, tout en offrant des avantages aux collectivités frontalières, aux commerçants, aux touristes et aux citoyens des deux pays. La stratégie découlant de l'Accord se traduit par un programme ambitieux et innovateur de coordination des services frontaliers, qui devrait offrir les avantages suivants :

- assurer une meilleure protection contre les drogues, la contrebande ainsi que les déplacements illégaux et irréguliers de personnes;
- favoriser le commerce international;
- faciliter le déplacement des amis, des parents, des gens qui voyagent pour affaires et des touristes;
- réduire les coûts, tant pour l'Etat que pour ses clients.

- politiques et méthodes centrées sur le client et axées sur la qualité du service;
 - harmonisation des règles et des pratiques de gestion;
 - prestation mieux coordonnée, plus efficace et plus efficiente des services offerts à la frontière par les administrations fédérale, provinciale et locale, entraînant une meilleure administration publique à un coût moindre pour les contribuables;
 - personnel bien formé, qui connaît bien son domaine et polyvalent, doté des compétences, des outils et des installations nécessaires;
 - relations harmonieuses avec les clients, les associés et les autres ministères de l'État, de manière à mieux faire observer la loi, à améliorer les services et à accroître la compétitivité;
 - meilleure observation de la loi dans tous les secteurs;
 - réduction de la contrebande, des marchandises prohibées et du nombre de personnes non admissibles qui entrent au Canada;
 - réduction du coût de l'observation de la loi par les clients, les associés et les détenteurs d'enjeux, d'où la compétitivité accrue des entreprises.
- Canada vers l'atteinte de ses objectifs de programme au cours des trois prochaines années :
- Les stratégies du Ministère correspondent aux priorités du gouvernement : réduction du déficit, protection des frontières et accroissement de la compétitivité pour faciliter la création d'emplois. Voici les orientations stratégiques qui guideront Revenu Canada :

a. Priorités et orientations stratégiques

2. Plans du Programme

recouvrements. Revenu Canada travaille, avec d'autres ministères, à réduire le fardeau de l'observation. Par exemple, grâce au Système interministériel de compensation électronique (SICE), qui utilise l'Échange de documents informatisés (EDI), la Couronne a recouvré plus de 163 millions de dollars en créances impayées, pour le compte de Revenu Canada et d'autres ministères. Le Système automatisé de licences des Affaires étrangères et des Douanes constitue un autre exemple. Ce système comporte une liaison automatique avec les Affaires étrangères, que Revenu Canada peut ainsi consulter par EDI, ce qui supprime l'obligation des importateurs de présenter aux douanes la copie papier de leur licence d'importation.

Améliorations pour relever la productivité de la technologie : Le recours à la technologie sous-tend et rend possible l'exécution des programmes de Revenu Canada, qui dépend du traitement d'une masse énorme de renseignements et du fonctionnement d'un réseau de communication à l'échelle du Canada. Avant l'unification administrative des ministères de Douanes et Accise et de l'Impôt, les programmes étaient exécutés au moyen de systèmes de gestion des activités, conçus et exploités en fonction du mandat législatif propre à chaque secteur d'activité. La technologie, parce qu'elle est un outil commun à tous les secteurs d'activité, offre des possibilités de coordonner les immobilisations selon une perspective plus vaste. En considérant globalement les besoins des différents secteurs d'activité en matière de technologie de l'information (TI), on peut les unifier pour tirer le meilleur parti possible des immobilisations du Ministère dans la TI.

De plus, l'approche unifiée ainsi adoptée facilitera au Ministère, dans l'avenir, la poursuite de ses plans et le respect de ses priorités. Par exemple, la stratégie du Ministère en matière d'exécution sera rendue plus efficace par le partage des infrastructures, des données et des connaissances d'expert entre les différents secteurs. À cette fin, des améliorations sont actuellement apportées aux systèmes en direct pour qu'ils donnent de l'information unifiée sur tous les comptes clients des différents secteurs d'activité.

Par ailleurs, afin d'offrir des services accessibles et adaptés aux besoins à un coût abordable, le Ministère est en train d'augmenter sa capacité de transférer des données directement entre lui-même et les autres ministères, les institutions financières et les clients. Tous les secteurs d'activité de Revenu Canada ont actuellement recours au commerce électronique pour réduire leurs coûts tout en abrégant leurs délais de traitement. Le commerce électronique accroît l'accessibilité puisqu'il permet à Revenu Canada d'offrir d'autres modes de prestation des services; en même temps, il permet d'offrir les services plus vite, de manière plus uniforme et à un coût moindre.

Revenu Canada est résolu à rechercher les systèmes ouverts et la connectivité, lesquels facilitent l'unification des procédés administratifs en son sein et avec les autres ministères fédéraux qui offrent aux clients des installations de libre service, parce qu'il veut améliorer la prestation des services et réduire le coût et le fardeau de l'observation. La refonte des systèmes du Ministère a commencé par la construction de systèmes communs pour appuyer les fonctions de gestion communes. Muni du numéro d'entreprise (NE), conçu pour servir de système d'identification commun à toutes les entreprises clientes, le Ministère exploite de nombreuses possibilités de refondre des fonctions telles que la caisse ou le traitement des déclarations, les demandes de renseignements, la comptabilisation et les

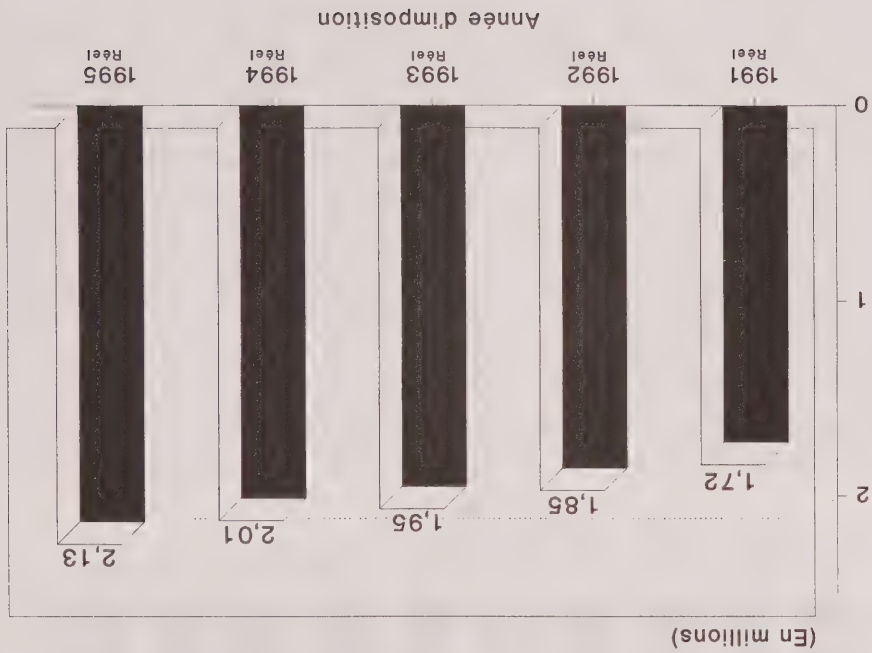
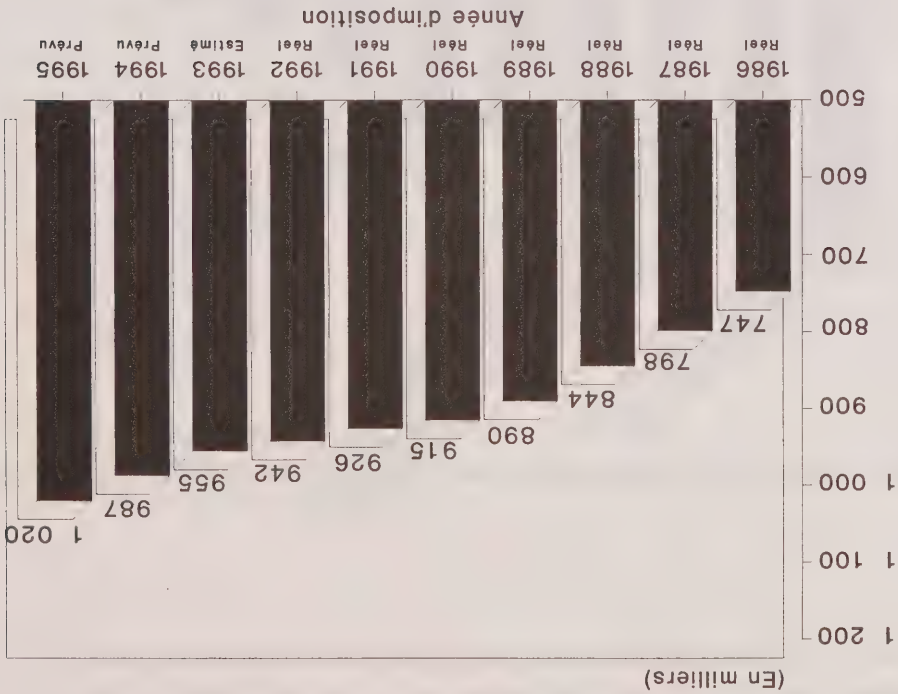


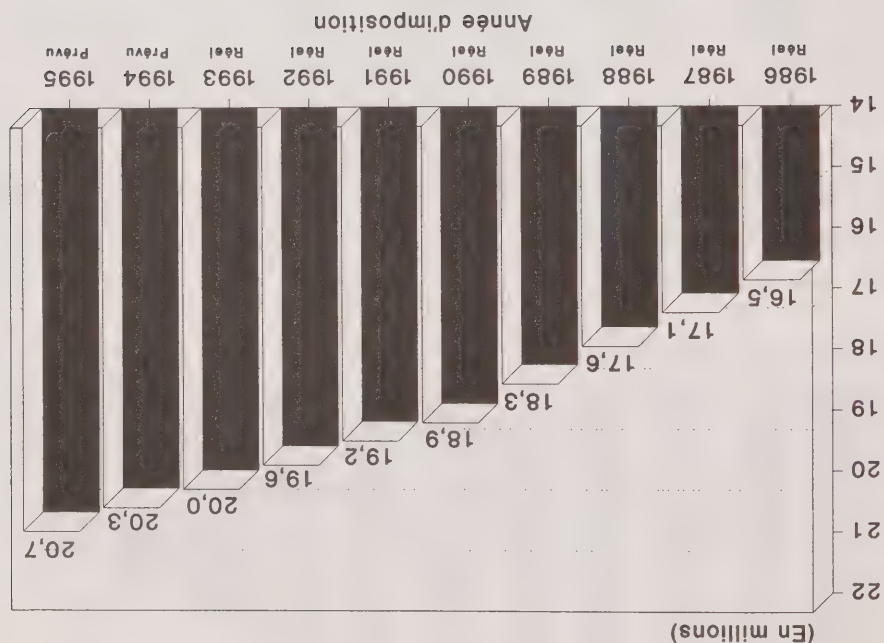
Tableau 5 : Inscrits aux fins de la TPS



sociétés

Tableau 4 : Augmentation du nombre des déclarations (T2) de revenus des

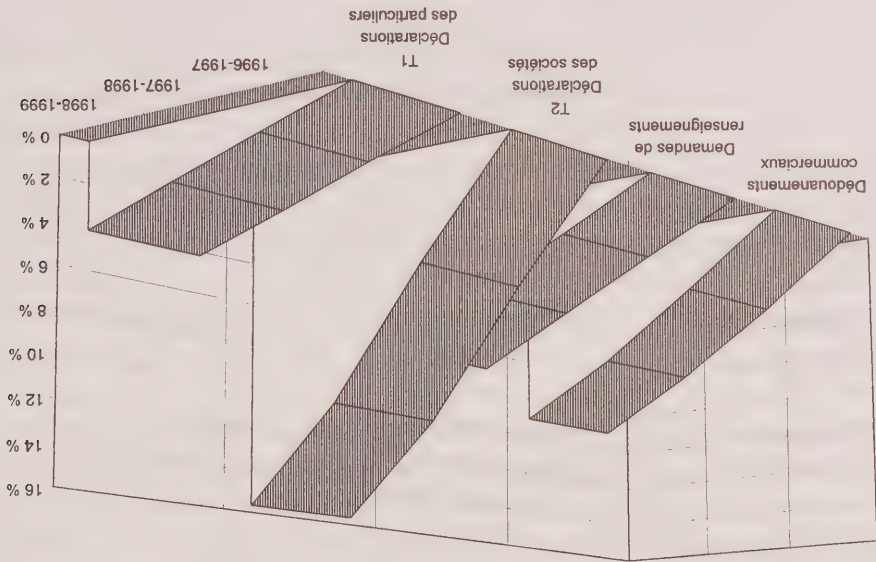
Tableau 3 : Augmentation du nombre des déclarations (T1) de revenus des particuliers



À mesure qu'augmente le nombre de particuliers et d'entreprises (voir tableaux 3, 4 et 5), Revenu Canada doit travailler davantage afin de maintenir des niveaux d'exécution directe suffisants pour protéger l'intégrité des lois canadiennes qu'il applique, établir des règles du jeu équitables et assurer le recouvrement des recettes de l'État.

Par exemple, voici une estimation des augmentations prévues dans le volume de certains grands programmes et d'autres déterminants de la charge de travail :

Tableau 2 : Grands déterminants de la charge de travail



L'application des politiques fiscale et commerciale est devenue plus compliquée du fait qu'elle sert à exécuter les programmes sociaux et économiques du gouvernement. Cela entraîne une augmentation de la charge de travail dans certains secteurs, dont les demandes de renseignements, la saisie des données et les redressements de déclarations déjà produites.

La charge de travail de Revenu Canada est aussi influencée par la tendance constante à la libéralisation du commerce et par les changements qui surviennent dans le nombre des voyageurs et de transactions commerciales transfrontières. De bonnes augmentations du volume des importations et des exportations sont prévues pour les prochaines années, la hausse devant notamment se situer entre trois et cinq pour cent pour 1996-1997. L'Accord de libre-échange nord-américain (ALÉNA) crée non seulement une zone d'échanges préférentiels entre le Canada, les États-Unis et le Mexique dans le cas des produits originaires des pays membres, mais aussi des débouchés nouveaux ou améliorés pour les entreprises canadiennes. Les droits de douane sur les produits originaires des pays membres disparaîtront graduellement au cours d'une période de dix ans, mais les difficultés considérables que comporte la détermination du pays d'origine de tous les produits échanges prendront une importance croissante et imposeront à Revenu Canada une lourde charge de travail.

Par exemple, le budget fédéral de février 1995 mentionnait environ dix nouvelles décisions que Revenu Canada devait appliquer au cours de la période de planification, notamment le crédit pour production cinématographique canadienne, les modifications apportées au crédit d'impôt pour la recherche scientifique et le développement expérimental, les nouvelles exigences de déclaration pour l'industrie de la construction, la suppression du report pour l'impôt et le revenu d'entreprise ainsi que la retenue de l'impôt sur les paiements de sécurité de la vieillesse faits aux non-résidents. Des ressources supplémentaires ont été approuvées pour l'administration de ces changements de quelque 20 millions de dollars pour 1996-1997 à quelque 14 millions de dollars pour 1998-1999 et pour les exercices suivants.

Revenu Canada participe activement à la réalisation d'un bon nombre d'importants projets prioritaires du gouvernement, par exemple la lutte contre l'économie souterraine et la lutte anticontrabande. Ces projets sont décrits en détail dans la Section III de ce document. Quoique les niveaux de ressources pour les initiatives anticontrabande diminuent après 1996-1997, l'état de ces initiatives est présentement à l'étude. Vu leur grande incidence sur son propre mandat, il devra également s'occuper de nouvelles priorités du gouvernement, notamment l'accord entre le Canada et les E.-U. sur leur frontière commune, l'enregistrement des armes à feu, la négociation de nouveaux accords commerciaux avec des groupes de la Conférence sur la coopération économique en Asie et dans le Pacifique et la négociation d'un éventuel accord de libre-échange de toutes les Amériques.

Facteurs d'expansion de la charge de travail : Plusieurs charges de travail du Ministère dépendent de facteurs externes, entre autres la croissance de la population, l'augmentation du revenu par habitant ainsi que l'évolution des taux d'intérêt, d'activité de la main-d'oeuvre et de chômage. La charge de travail globale augmente également en raison du recours croissant au régime fiscal pour réaliser différents programmes socio-économiques, tels ceux du crédit pour TPS, de la prestation fiscale pour enfants; du crédit d'impôt pour la recherche scientifique et le développement expérimental; des remises de droits de douane et des drawbacks.

d'évaluer leurs incidences sur ses propres ressources d'autre part.

applicables sur le plan administratif et viables sur le plan économique d'une part et accords de commerce international et les modifications législatives envisagés sont celui des Affaires étrangères et du Commerce international afin de s'assurer que les Revenu Canada entretient des relations suivies avec le ministère des Finances et considérablement sur les opérations du Ministère et sur ses besoins en ressources. commerciale, que ce soit sur les plans fédéral-provincial ou international, influe toute mesure législative ou entente nouvelle ou modifiée en matière fiscale ou

Mesures législatives nouvelles et priorités du gouvernement : L'adoption de

d'efficacité dans l'avenir.

refonte de ses méthodes de travail qui sont indispensables s'il veut réaliser des gains de la croissance démographique et de la nécessité de financer de vastes projets de législatives annuelles s'y rapportant, d'une charge de travail qui augmente en raison commerciale du Canada, tout en se montrant à la hauteur des modifications et relever le défi d'appliquer toute la gamme des politiques fiscale, frontalière et approprié d'activités liées à la facilitation et à l'exécution. Revenu Canada doit clientèle tout en maximisant les niveaux d'observation, par le biais d'un éventail le défi que doit relever Revenu Canada consiste à fournir des services axés sur la de 1998-1999. Étant donné la diminution considérable de ses niveaux de ressources, s'est engagé à faire des réductions additionnelles de 70 millions de dollars à compter 1997-1998. De plus, suite à la phase II de l'Examen des programmes, le Ministère Revenu Canada ont diminué de 230 millions de dollars entre 1994-1995 et programmes et des réductions prévues, les niveaux de dépenses approuvées pour

Restrictions financières du gouvernement : Suite à la phase I de l'Examen des

secteurs suivants :

Plus précisément, Revenu Canada doit aussi faire face aux défis qui relèvent des

- l'importance de veiller à ce que les intérêts des provinces entrent en ligne de compte lorsque le Ministère applique la loi en leur nom.

- les pressions croissantes que les Canadiens exercent pour être mieux protégés, à la frontière, contre l'entrée de marchandises illégales et dangereuses ainsi que de personnes non admissibles; et
- la nécessité de protéger, par des conventions fiscales et des ententes anticipées en matière de prix de transfert, l'assiette fiscale du Canada tout en veillant à ce que les sociétés canadiennes ne soient pas victimes de double imposition;

B. Plans et besoins du Programme

1. Environnement de la planification

Revenu Canada est sensible aux réalités du jour sur les plans social, politique, économique et technologique et il y répond de manière à s'acquitter de ses obligations permanentes envers les Canadiens et à répondre à leurs besoins avec équité, fiabilité et transparence.

Partout dans le monde, les gouvernements sont confrontés à la difficile tâche de répondre aux besoins et aux attentes de la société dans un contexte de restrictions financières, de mondialisation rapide ainsi que de politiques commerciales et fiscales, sur le plan international, dont l'application est de plus en plus complexe. Aucun gouvernement national n'y échappe.

Étant donné l'unification croissante des marchés mondiaux et nationaux, les programmes de Revenu Canada sont sensiblement influencés par les facteurs suivants :

- l'importance de veiller à ce que l'application des accords de commerce international (ceux de l'OMC, l'ALÉ et l'ALENA) dont le Canada est signataire favorise la compétitivité de l'économie et des entreprises canadiennes à l'échelle internationale;
- la nécessité de plus en plus ressentie d'optimiser l'utilisation des ressources ainsi que de réduire le chevauchement et le double emploi grâce à une meilleure coordination des activités ainsi qu'à l'unification de mesures nouvelles et de procédés avec ceux des pouvoirs publics d'autres niveaux et d'autres institutions;
- la tendance au remplacement de transactions sur support papier par des transactions sur support électronique, qui permettra à Revenu Canada de rendre des services plus rapidement et de façon plus uniforme;
- l'importance croissante attachée à la réduction du déficit et l'obligation où les gouvernements se trouvent de définir les fonctions et les rôles essentiels ainsi que d'offrir une administration publique moderne à un coût abordable;
- une insistance continue sur la nécessité de réduire le plus possible les fuites dans les recettes publiques et de faire en sorte que tous les Canadiens paient leur juste part de taxes et d'impôts;

les lois et règlements fédéraux et provinciaux.

Faire en sorte que toutes les taxes, tous les droits et tous les autres frais et prélèvements connexes soient, de façon équitable et en temps voulu, imposés, perçus et, s'il y a lieu, remboursés; accroître la compétitivité des entreprises canadiennes en appliquant des instruments très divers de la politique commerciale du gouvernement ainsi qu'en facilitant le tourisme, le commerce et les échanges internationaux; faire en sorte que la souveraineté et les lois canadiennes soient respectées aux frontières, et protéger la société canadienne en général, notamment les entreprises et les particuliers, contre l'entrée des personnes et des marchandises dangereuses ou non admissibles; appuyer les programmes et les objectifs sociaux et économiques du gouvernement, tels que la compétitivité, en appliquant de façon juste et équitable la législation pertinente, notamment les accords et les traités internationaux ainsi que

2. Objectif du Programme

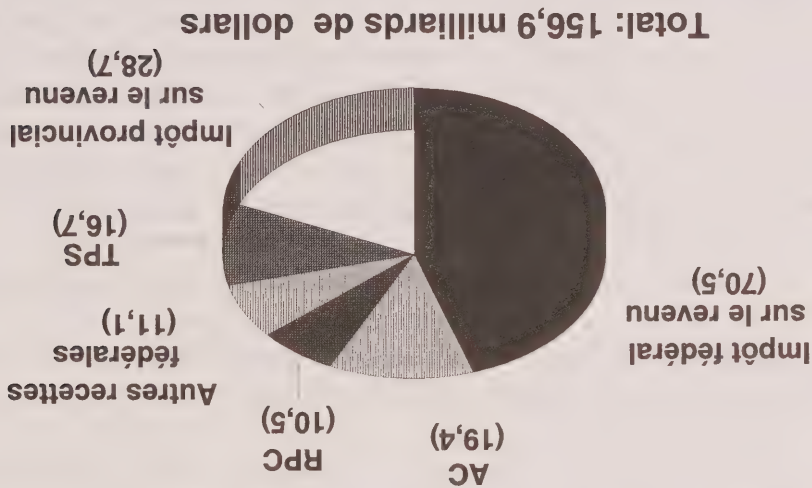


Tableau 1 : Recettes nettes perçues en 1994-1995 (en milliards de dollars)

En 1994-1995, le Ministère a perçu des recettes nettes d'environ 156,9 milliards de dollars, dont 117,7 milliards en recettes fédérales (comme le démontre le tableau 1). Cela représente environ 95 % de toutes les recettes budgétaires fédérales perçues par le gouvernement. Revenu Canada perçoit l'impôt fédéral sur le revenu; l'impôt sur le revenu des particuliers au nom de toutes les provinces sauf le Québec; l'impôt sur le revenu des sociétés au nom de toutes les provinces sauf l'Alberta, l'Ontario et le Québec; la taxe sur les produits et services (TPS) dans toutes les provinces sauf le Québec; les taxes à la consommation, les droits d'accise et les prélèvements à l'importation; les taxes de vente provinciales et les taxes sur les produits du tabac et sur l'alcool à la frontière de certaines provinces; les cotisations des employés et des employeurs dans le cadre du *Régime de pensions du Canada*; et les cotisations des employés et des employeurs à l'assurance-chômage.

Revenu Canada assure la protection de l'ensemble des individus, des industries et de la société canadiennes contre l'entrée au pays de marchandises dangereuses ou illégales (p. ex. drogues, armes) et de personnes non admissibles (p. ex. criminels, immigrants illégaux). En plus, le Ministère applique la législation relative à la frontière et au commerce international, y compris les accords internationaux, notamment ceux de l'Organisation mondiale du commerce (OMC), l'Accord de libre-échange entre le Canada et les États-Unis (ALÉ) et l'Accord de libre-échange nord-américain (ALENA), ainsi que certaines lois canadiennes, comme la *Loi sur les licences d'exportation et d'importation*, qui vise à protéger et à appuyer la souveraineté du Canada à la frontière, la compétitivité de l'industrie canadienne, la politique économique du Canada ainsi que l'ensemble de la société canadienne.

En outre, Revenu Canada applique différents textes de loi - en tout ou en partie - pour le compte d'autres ministères, notamment pour Agriculture et Agro-alimentaire; Industrie; Immigration; Commerce international; Santé; et Environnement.

En s'acquittant de son mandat, Revenu Canada applique plus de 185 lois, règlements, incitations, crédits, surtaxes et conventions fiscales internationales.

Voici la taille approximative des principales clientèles du Ministère :

- 21,7 millions de particuliers qui produisent une déclaration de revenus;
- 1,1 million de sociétés;
- 2,3 millions d'inscrits aux fins de la TPS;
- 1,2 million d'employeurs;
- 150 000 gros importateurs et exportateurs;
- 106 millions de voyageurs;
- 23 000 régimes de pension agréés et régimes de participation différée aux bénéfices; et
- 74 000 organismes de bienfaisance.

En 1996-1997, Revenu Canada traitera :

- plus de 24,1 millions de transactions par suite de 10,4 millions de déclarations commerciales, d'une valeur dépassant 245 milliards de dollars;
- 23,1 millions de déclarations de revenus;
- 36,6 millions de versements de prestation fiscale pour enfants;
- 32,4 millions de versements du crédit pour TPS;
- 17,6 millions de demandes de renseignements du public; et
- 467 mille de versements d'allocations spéciales pour enfants.

A. Introduction du Programme

1. Mandat

Étant l'un des principaux instruments de gestion publique au pays, Revenu Canada exerce une influence profonde sur la vie de tous les Canadiens, le bien-être de leurs familles et de leurs localités sur les plans social et économique, la santé et la prospérité de leurs entreprises ainsi que l'abordabilité et la soutenabilité de leurs programmes sociaux.

Cette influence profonde s'explique par l'ampleur des fonctions confiées à Revenu Canada : percevoir les recettes; appliquer les lois fiscales fédérales et certaines lois fiscales provinciales ainsi que du gouvernement des territoires; appliquer la législation et la politique en matière de commerce international; assurer les services frontaliers; ainsi que faire des versements à des particuliers et à des sociétés dans le cadre de programmes sociaux et économiques.

En remplissant ces fonctions, et conformément au mandat général que lui attribue la *Loi sur le ministère du Revenu national*, Revenu Canada applique la *Loi sur les douanes*, le *Tarif des douanes*, la *Loi sur les mesures spéciales d'importation*, la *Loi sur l'accise*, la *Loi sur la taxe d'accise*, la *Loi de l'impôt sur le revenu*, la partie I du *Régime de pensions du Canada*, les parties III et VII de la *Loi sur l'assurance-chômage* et de nombreux autres textes législatifs pour le compte d'autres ministères fédéraux et provinciaux ainsi que du gouvernement des territoires.

Revenu Canada perçoit l'impôt sur le revenu pour les provinces en application d'accords que le ministre des Finances a conclus avec les gouvernements provinciaux et les territoires concernés conformément aux dispositions de la partie III de la *Loi sur les accords fiscaux entre le gouvernement fédéral et les provinces*. De plus, le Ministère applique les conventions fiscales internationales conclues avec un grand nombre de pays pour promouvoir les échanges de renseignements entre les parties et pour éliminer la double imposition des revenus gagnés à l'étranger par les citoyens des parties respectives.

C. Programme par activités

(en milliers de dollars)		Budget des dépenses principal 1996-1997					Budget des dépenses principal 1995-1996	
		Dépenses en Capital		Fonctionnement				
		Moins : Recettes à valoir sur le crédit		Paie- ments de transfert		Total		
Aide aux clients et établissement des cotisations	484 864			134 750		619 614		561 705
Services frontaliers des douanes et application des politiques commerciales	378 429					378 429		376 852
Vérification et exécution	462 631					462 631		436 832
Recouvrements des recettes	213 635					213 635		212 348
Appels	58 292					58 292		58 049
Administration et technologie de l'information	579 661			12 277		591 938		605 503
Recettes à valoir sur le crédit						(120 317)		(114 291)
						(120 317)		
	2 177 512			12 277		2 204 222		2 136 998
				134 750		(120 317)		

(Détails des autorisations de dépenser) 5

Détail des autorisations de dépenser pour 1996-1997

A. Besoins financiers par autorisation

Crédits (en milliers de dollars)		Budget des dépenses principal 1996-1997	Budget des dépenses principal 1995-1996
Revenu national			
1	Dépenses de fonctionnement	1 834 363	1 779 862
5	Dépenses en capital	12 277	63 074
10	Contributions	92 750	94 417
(S)	Ministre du Revenu national -		
	Traitement et allocation pour		
	automobile	49	49
(S)	Contributions aux régimes d'avantages		
	sociaux des employés	222 783	199 596
(S)	Versement d'allocations spéciales		
	pour enfants	42 000	
Total du Ministère		2 204 222	2 136 998

B. Crédits - Libellé et sommes demandées

Crédits (en dollars)		Budget des dépenses principal 1996-1997
Revenu national		
1	Revenu national - Dépenses de fonctionnement, contributions et dépenses recouvrables au titre du Régime de pensions du Canada et de la Loi sur l'assurance-chômage	1 834 363 000
5	Revenu national - Dépenses en capital	12 277 000
10	Revenu national - Contributions	92 750 000

4 (Revenu Canada)

Détails des autorisations de dépenser pour 1996-1997

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Section III

Renseignements supplémentaires

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3

- 1.6 Selon vous, la Partie III de cette année offre-t-elle une vue d'ensemble utile du ministère? ☐ Oui ☐ Non ☐ Un peu
- 1.7 Comparativement aux années précédentes, la Partie III de cette année constitue :
Une amélioration ☐ Un retour en arrière ☐ Ne sais pas ☐
- 1.8 Le document explique-t-il convenablement les plans et priorités d'ensemble du ministère? ☐ Oui ☐ Non ☐ Un peu
- 1.9 Le document décrit-il convenablement les tensions qui influent sur la prestation des programmes dans le ministère (p. ex. tensions sociales, technologiques, économiques)? ☐ Oui ☐ Non ☐ Un peu
- 1.10 Le document décrit-il convenablement le rendement des programmes ministériels? ☐ Oui ☐ Non ☐ Un peu
- 1.11 Le document est-il facile à lire et à comprendre? ☐ Oui ☐ Non ☐ Un peu
- 1.12 Les renseignements du document peuvent-ils être facilement comparés à ceux d'autres documents (p. ex. Comptes publics, Perspectives, Budget)? ☐ Oui ☐ Non ☐ Un peu
- 1.13 Le document fournit-il suffisamment de contexte à l'appui des données présentées? ☐ Oui ☐ Non ☐ Un peu
- 1.14 Le document renferme-t-il les renseignements dont vous avez besoin? ☐ Oui ☐ Non ☐ Un peu
- Si non, quels renseignements manquent?
- 1.15 Veuillez indiquer d'autres commentaires ou idées sur la manière d'améliorer la présentation des renseignements sur les plans et le rendement des ministères.

Questionnaire d'évaluation

Amélioration de l'information fournie au Parlement

Le présent questionnaire vise à recueillir les commentaires des utilisateurs des renseignements présentés à la Partie III. Vos réponses aideront le SCT à évaluer l'efficacité des nouveaux documents à partir de ce point de vue. Nous vous remercions d'avoir pris le temps de remplir le questionnaire.

À la Partie III de quel ministère le questionnaire renvoie-t-il?

Agriculture et Agroalimentaire Canada _____
Affaires indiennes et du Nord canadien _____
Transports Canada _____
Ressources naturelles Canada _____
Revenu Canada _____

Pour nous aider à mieux connaître les utilisateurs du Budget des dépenses, veuillez indiquer si vous êtes :

un citoyen intéressé _____ une personne d'affaires _____ un journaliste _____
un universitaire _____ un fonctionnaire fédéral _____ un fonctionnaire provincial _____
un employé _____ un député _____
parlementaire _____
Autre (veuillez préciser) _____

À quelles fins vous servez-vous des renseignements contenus dans les documents de la Partie III?

Recherche universitaire _____ Recherche commerciale _____ Intérêt personnel _____
Autre (veuillez préciser) _____

Lequel ou lesquels des secteurs suivants vous intéressent?

_____ le plan financier du gouvernement
_____ les programmes et activités à l'échelle du gouvernement
_____ les plans et priorités des ministères et organismes
_____ des programmes ou activités précis d'un ministère ou d'un organisme
_____ des secteurs de gestion précis (p. ex. Gestion des ressources humaines)
_____ les subventions et contributions ministérielles
_____ les projets d'immobilisations ministérielles
_____ le rendement des programmes ministériels
_____ les Comptes publics

Combien de fois consultez-vous les renseignements fournis dans les Parties III?

Rarement _____ Moins de 10 fois par année _____ Moins de 20 fois par année _____
Plus de 20 fois par année _____

Conçu pour servir de document de référence, le présent Plan de dépenses propose à ses lecteurs différents niveaux d'information pouvant répondre à leurs besoins propres. Revenu Canada participe à un projet pilote visant à réformer la présentation du Budget des dépenses. Le présent document contient donc des modifications considérables destinées à le rendre plus informatif et plus facile d'emploi ainsi qu'à y exposer les perspectives ministérielles adoptées par Revenu Canada. Le document a pour principal objet de présenter, en temps voulu, des renseignements susceptibles d'aider vraiment les parlementaires à examiner le rôle des dépenses du Ministère dans l'optique du nouveau Système de gestion des dépenses.

Le plan se divise en trois sections :

- Section I Aperçu du Programme : Un résumé des plans et des besoins du Programme du Ministère, contenant un exposé de l'environnement de la planification qui influe sur le Programme et sur les autorisations de dépenses figurant dans la Partie II du Budget des dépenses. Cette section donne un aperçu des priorités et des orientations futures du Programme, dans les paramètres établis par le Budget.

- Section II Analyse par activité : Autres informations pour chaque activité, y compris une description, un résumé des ressources, les priorités et les plans pour les années à venir ainsi que les principales données de rendement.

- Section III Renseignements supplémentaires : Données plus détaillées sur l'organisation, les ressources, les réalisations et le rendement de Revenu Canada ainsi que son évolution financière d'une année à l'autre.

Conformément aux principes énoncés dans le budget de fonctionnement, l'utilisation de ressources humaines, dans le présent Plan de dépenses, est indiquée en équivalents temps plein (ETP) d'un employé. Un ETP correspond au nombre normal d'heures de travail d'un employé à plein temps durant une période de douze mois; le nombre d'ETP indiqué tient compte du fait que le Ministère emploie du personnel à plein temps et à temps partiel.

Le Budget des dépenses principal de 1994-1995 et celui de 1995-1996 sont tout à fait conformes aux publications antérieures des Parties III. Cependant, la distribution des activités a fait l'objet d'une révision dans le but de refléter le cadre de planification opérationnelle de 1996-1997.

Préface

AVIS IMPORTANT

Le présent document de la Partie III a été préparé dans le cadre du projet de Réforme du Budget des dépenses visant à améliorer l'information de gestion des dépenses que le gouvernement fournit au Parlement et à mettre à jour les processus utilisés dans l'administration fédérale pour préparer cette information.

Six ministères ont, de concert avec le Secrétaire du Conseil du Trésor, examiné diverses approches de déclaration et préparé des versions préliminaires de divers modèles. De vastes consultations ont été menées auprès de députés et d'autres intervenants principaux et, compte tenu du soutien accordé aux idées présentées, la Chambre des communes a permis aux six ministères de déposer des documents révisés dans le cadre d'un projet pilote.

Les changements visent à rendre les documents plus utiles et plus faciles à lire, sans toutefois diminuer le niveau de communication. Trois des documents, soit ceux d'Agriculture et Agroalimentaire Canada, des Affaires indiennes et du Nord canadien et de Transports Canada, distinguent clairement les renseignements sur la planification de ceux sur le rendement et mettent l'accent sur les plans et le rendement à long terme de plus haut niveau des ministères. Les trois autres, soit ceux de Pêches et Océans, de Ressources naturelles Canada et de Revenu Canada, sont des versions rationalisées des documents de la Partie III des années antérieures, mais ils comportent également une section distincte sur le rendement du ministère. Si le Parlement et les autres intéressés réagissent favorablement à la séparation des renseignements sur le rendement, nous déposerons à l'automne 1996 des documents distincts sur ce sujet pour les six ministères ayant participé au projet pilote.

Nous aimerions connaître vos impressions sur les changements que nous avons apportés. Vous trouverez à la page suivante un questionnaire détachable, que vous pourrez remplir en peu de temps après avoir examiné le présent document de la Partie III. Vos impressions, à titre d'utilisateur du document, sont inestimables.

Si vous avez des questions à poser sur le projet de Réforme du Budget des dépenses, contactez :

Le Secteur de la gestion des dépenses

Direction des programmes, Secrétariat du Conseil du Trésor

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Budget des dépenses 1996-1997

Partie III

Revenu Canada


Ministre du Revenu national

Les documents budgétaires

Le Budget des dépenses du gouvernement du Canada est divisé en trois parties. Commencant par un aperçu des dépenses totales du gouvernement dans la Partie I, les documents deviennent de plus en plus détaillés. Dans la Partie II, les dépenses sont décrites selon les ministères, les organismes et les programmes. Cette partie renferme aussi le libellé proposé des conditions qui s'appliquent aux pouvoirs de dépenser qu'on demande au Parlement d'accorder. Dans les documents de la Partie III, on fournit des détails supplémentaires sur chacun des ministères ainsi que sur leurs programmes surtout axés sur les résultats attendus en contrepartie de l'argent dépensé.

Les instructions sur la façon de se procurer ces documents se trouvent sur le bon de commande qui accompagne la Partie II.

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Revenu Canada

Budget des dépenses 1996-1997

Présentation améliorée des rapports
au Parlement – Document pilote

Partie III

Plan de dépenses



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Royal Canadian Mounted Police

1996-97
Estimates



ISBN 0-660-59929-5



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Part III

Expenditure Plan

The Estimates Documents

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

Instructions for obtaining each volume can be found on the order form enclosed with Part II.

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1996-97 Estimates

Part III

Royal Canadian Mounted Police



Herb Gray

Hon. Herb Gray, P.C., M.P.
Solicitor General

Preface

This Expenditure Plan is a report to Parliament to show how the resources voted by Parliament have been spent or will be spent. As such, it is an accountability document that contains several levels of detail to respond to the various needs of its audience.

The Plan comprises three Sections. Section I presents an overview of the program and a summary of current plans and performance. Section II identifies, for each Activity, the expected results and other key performance information that form the basis for the use of resources. Section III provides further information on costs and resources as well as special analyses that the reader may require to understand the program more fully.

Section I is preceded by details of Spending Authorities from Part II of the Estimates and Volume II of the Public Accounts. This is to provide continuity with other Estimates documents as well as to aid in assessing the program's financial performance over the past year.

This document is designed to permit easy access to specific information that the reader may require. The Table of Contents provides a detailed guide to the contents of each Section. A financial summary in Section I provides cross-references to the more detailed information found in Section II. References are made throughout the document to allow the reader to find details on items of specific interest.

It should be noted that in accordance with the Operating Budget principles, human resource use reported in this Expenditure Plan will be measured in terms of employee Full-Time Equivalents (FTE). An FTE represents the number of hours worked by one full-time employee over one year.

The final pages of this document contain a detailed index to allow the reader quick access to points of interest.

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Introduction

The Royal Canadian Mounted Police, referred to in this document as the RCMP, is the national police service and an agency of the Ministry of the Solicitor General of Canada.

The RCMP is unique in the world. It is at the same time a national, federal, provincial and municipal policing body and separately accountable to the public at each of these four levels. This means Canada has a unitary police body, responsive to local needs but ultimately accountable to the central government.

The mandate of the RCMP is multi-faceted. It is to prevent and investigate crime, maintain order, enforce laws on matters as diverse as health and the protection of government revenues, to contribute to national security, ensure the safety of state officials, visiting dignitaries and foreign missions, and provide vital operational support services to other police and law enforcement agencies. When there is a serial killer at large, political demonstration, a state visit, an environmental disaster, a large fraud against government or a child lost, the RCMP is called upon to respond. In all its activities the RCMP is demand-driven and its responsibilities are labour-intensive. Whatever the demands, responses are provided twenty-four hours a day throughout the year.

The RCMP engages in community policing to fulfil its responsibilities and to achieve its agenda for organizational renewal. In effect, community policing is the application of modern management principles to policing. It involves decentralization, empowerment and decision-making at the service delivery level, risk management, client consultation and mobilization of community resources to supplement the role of the police.

The RCMP community policing mission statement pledges that the RCMP will:

- uphold the principles of the Canadian Charter of Rights and Freedoms;
- provide a professional standard of service;
- ensure all policing services are provided courteously and impartially;
- work with the community and other agencies to prevent or resolve problems that affect the community's safety and quality of life;
- act with the Canadian justice system to address community problems; and
- promote a creative and responsible environment to allow all RCMP members to deliver community policing services.

RCMP Strategic Objective

The strategic priority of the RCMP is "*Safe homes, safe communities*". Efforts are underway to fulfil this priority through the attainment of the following targets:

- reduction of violent crime and youth crime;
- enhancement of the RCMP federal law enforcement role;
- improved human resource management;
- application of information technology; and
- organizational renewal.



RCMP Service Standards

The RCMP has adopted service standards as the basis for all service delivery and general operations. All employees are expected to observe and, if possible, to exceed them in the spirit of furthering the tradition of service and excellence which the RCMP strives to maintain. They are:

1. RCMP services will be based on consultation and joint planning with clients and community partners such as: governing bodies and community consultative, professional, service, and other groups.
2. Service to the general public will be provided at all times in a courteous, helpful, and culturally sensitive manner.
3. As obliged by law and to any further extent possible, RCMP services will be available in both official languages and, where the situation so warrants in respect to other languages, interpreters will be used.
4. Mission Statements will be clearly displayed in the public reception areas of all RCMP buildings and in the predominant languages of the community.
5. Bearing in mind the needs for security, the public areas of RCMP facilities will be clean, in good repair, welcoming and accessible to all.
6. Information will be released unless it compromises privacy legislation, investigational information and techniques, suspects' rights or sources of confidential information.
7. The RCMP will willingly give advice and assist in the resolution of complaints against the RCMP or its employees and all complainants will be kept informed of progress.
8. RCMP personnel will take a lead role in the development and implementation of crime prevention programs appropriate to the needs of the community.
9. Response to all calls for service will be addressed according to priorities based on the needs of the community and other operational demands.

10. Patrols will be directed to the active resolution of community problems and concerns.
11. All investigations will be conducted in a professional manner and will be based on principles of law and ethics.
12. Emergency police service will be accessible twenty-four hours a day, each day of the year, and other services will be available during hours clearly displayed at all locations.
13. All victims and witnesses will be treated with sensitivity and understanding and offered referral to other helping agencies.
14. There will be at least one follow-up contact with a complainant, victim or witness in need.
15. All persons detained in custody will be treated with fairness and dignity, provided necessary services and, to the utmost of RCMP ability, prevented from harming themselves.
16. The RCMP recognizes that it will be held accountable for the application of these service standards.



Spending Authorities

A. Authorities for 1996/97 - Part II of the Estimates

Financial Requirements by Authority

Vote (thousands of dollars)		1996/97 Main Estimates	1995/96 Main Estimates
Royal Canadian Mounted Police			
35	Operating expenditures	839,295	839,647
40	Capital expenditures	129,035	140,504
(S)	Pensions and other employee benefits - Members of the RCMP	217,490	213,234
(S)	Contributions to employee benefit plans	15,220	13,971
Total		1,201,040	1,207,356

Votes - Wording and Amounts

Vote (dollars)		1996/97 Main Estimates
Royal Canadian Mounted Police Law Enforcement Program		
35	Law Enforcement - Operating expenditures, the grants listed in the Estimates, contributions, and authority to spend revenue received during the year	839,295,000
40	Capital expenditures	129,035,000

Program by Activities

(thousands of dollars)	1996/97 Main Estimates						1995/96 Main Estimates
	Budgetary						
	Operating	Capital	Transfer payments	Sub-Total	Less: Revenues credited to vote	Total	
Operations	1,140,479	55,794	0	1,196,273	721,219	475,054	462,558
Protective	137,065	2,445	0	139,510	0	139,510	133,212
Law Enforcement Services	248,239	36,503	386	285,128	3,461	281,667	288,716
Corporate Management	40,077	343	0	40,420	40	40,380	50,248
Administration	190,375	33,950	40,104	264,429	0	264,429	272,622
	1,756,235	129,035	40,490	1,925,760	724,720	1,201,040	1,207,356

B. Use of 1994/95 Authorities - Volume II of the Public Accounts

Vote (dollars)		Main Estimates	Total Available for Use	Actual Use
35	Operating expenditures	823,940,000	880,158,000	879,558,617
40	Capital expenditures	137,562,000	201,322,000	171,600,561
(S)	Pensions and other employee benefits - Members	221,385,000	211,088,867	211,088,867
(S)	Spending of proceeds from disposal of surplus Crown assets	0	7,504,106	4,513,519
(S)	Contributions to employee benefit plans	13,661,000	13,661,000	13,661,000
Total Program Budgetary		1,196,548,000	1,313,733,973	1,280,422,564



SECTION I

Program Overview

A. Highlights for Past Performance and Future Plans

FEDERAL POLICING SERVICES

United Nations Peacekeeping - Haiti: The RCMP is part of a multinational force participating in a United Nations peacekeeping mission in Haiti to assist with the restoration of the Haitian civilian police authority (see page 27).

G-7 Economic Summit: The RCMP had overall responsibility for security at the 1995 Economic Summit held in Halifax, Nova Scotia. The security requirements of the Summit, attended by the leaders of the seven most industrialized nations together with the President of the Russian Federation and the President of the European Economic Union, were successfully met (see page 26).

Immigration and Passport: The RCMP, in cooperation with the Minister of Citizenship and Immigration (C&I), established a task force in July 1994 to participate in the apprehension of dangerous immigration offenders (see page 59).

Vision for a Unified Federal Law Enforcement Role: The RCMP has enhanced its federal enforcement role by amalgamating the managerial aspects of its drug enforcement, immigration, economic crime, protective, federal policing and customs responsibilities (see page 27).

Anti-Smuggling Initiative: While the incidence of tobacco smuggling activities among individual consumers has declined in 1994 and 1995, the continuing occurrence of smuggling among organized criminal groups and distributors remains significant. The RCMP is now targeting organized criminal groups and distributing activities (see page 55).

Proceeds of Crime: Since 1989 the RCMP has seized approximately \$158 million worth of assets, including \$50 million alone in 1994 (see page 65).

NATIONAL POLICE SERVICES

DNA Legislation: Bill C-104 was proclaimed in 1995 enabling police to obtain, by warrant, biological samples from a suspect during a criminal investigation (see page 25).

Criminal Intelligence: It has been agreed with representatives of the Canadian police community that the RCMP Criminal Intelligence Directorate serve as the analytical unit for the Criminal Intelligence Service Canada (CISC). This will achieve efficiencies in the national intelligence program and ensure more consistent intelligence analysis (see page 112).

Policy Review of National Police Services: The RCMP has jointly undertaken with the Solicitor General of Canada, a review of its National Police Services to develop options to improve client service, and to identify emerging needs and opportunities for cost-sharing partnerships (see page 24).

Canadian Police College: The RCMP undertook to examine the feasibility of financing 50 percent of the Canadian Police College budget through cost-sharing (see page 24).

Criminal History Files Automation: The RCMP undertook the full automation of all criminal history files, to be completed by April 1998. The repository contains computerized microfilm and hard copy records of approximately 2.7 million individuals who have been charged with, or convicted of indictable offences (see page 106).

Integrated Backbone Network (RIBboN): The RCMP has undertaken to modernize, throughout Canada, the Canadian Police Information Centre (CPIC) network now known as the RCMP Integrated Backbone Network (RIBboN) (see page 99).

Enhanced Police Information Systems: The RCMP is pursuing the development of new information technology to enhance and upgrade police information, thus permitting operational members to concentrate on service delivery to the community (see page 25).

Restricted Weapon Registration Direct Entry Project: The RCMP and the Department of Justice are jointly developing an automated application which will allow the law enforcement community to directly enter the information relating to the registration of restricted weapon and the issuance of permits to transport such weapons (see page 109).



CONTRACT POLICING SERVICES

District Policing: The RCMP has successfully implemented a unique policing concept in New Brunswick ("J" Division). The district policing concept is an organizational arrangement which groups a number of detachments into a "district", in order to permit the delivery of Provincial contract policing services with enhanced effectiveness and efficiency (see page 25).

Five-Year Review of Contract Policing Agreements: The RCMP is participating with the Solicitor General of Canada in the 1997 five-year review of the cost base of the contract policing agreements (see page 25).

Nunavut and Northwest Territories ("G" Division): The RCMP is developing new policing approaches in preparation for the creation of the Nunavut Territory and an Inuit contracting firm has completed community consultations and provided recommendations on how the RCMP can meet the special needs of communities in the eastern Arctic. Plans for implementation are underway (see page 28).

National Strategy on Community Safety and Crime Prevention: The RCMP will undertake a number of problem-oriented community intervention initiatives to enhance the activities of the National Strategy on Community Safety and Crime Prevention, and make use of knowledge and resources developed through other national programs (see page 45).

CORPORATE MANAGEMENT AND HUMAN RESOURCES

Enhanced Partnership with the Private Sector: With the assistance of the Mounted Police Foundation (MPF), a National Sponsorship Program has been established to develop private sector support for RCMP community relations, public relations, crime prevention and victim services programs (see page 30).

RCMP Product Licensing Program: The Mounted Police Foundation, pursuant to its mandate under the Master Licence Agreement with the RCMP, has recently sub-contracted the management of the RCMP Product Licensing Program to the Walt Disney Company (Canada) (see page 30).

Quality Service Initiative: The RCMP has adopted service standards as the basis for all service delivery and general operations to conform to the Treasury Board Quality Service Initiative which focuses on client satisfaction (see page 26).

Management Training: The RCMP has developed a new executive development program to prepare future RCMP leaders and managers for directing the organization in the 21st century (see page 141).

Firearms Replacement Program: To increase the safety of the public and its members, the RCMP has begun to replace the standard issue .38 calibre service revolver with a 9 mm pistol. The RCMP will train over 400 firearms instructors to provide basic instruction in the use of the new Smith & Wesson 9 mm pistol and a new expandable baton (see page 28).

Community Policing Workshops: The RCMP will invite service providers and members of communities to participate in 14 scheduled community policing workshops across Canada (see page 141).

Departmental Policy on Harassment and Discrimination: In response to revised Treasury Board policy, the RCMP has initiated a major overhaul of its related policy concerning harassment and discrimination (see page 135).

Performance Management System: The RCMP is developing a new performance management system to assess strategically the performance of employees having peace officer status and to manage performance in accordance with community policing and other RCMP strategic initiatives (see page 25).

Business Plan: The RCMP has developed its first Business Plan which places emphasis on service delivery and accountability for results. Divisions and directorates with discrete programs and budgets will be developing their own business plans (see page 26).



B. Background

1. RCMP Mandate

The RCMP was organized in 1873. Its present-day mandate is based on authority and responsibility assigned under the *Royal Canadian Mounted Police Act*. This Act establishes the RCMP as a federal police service, provides the legislative basis for operation of the RCMP and authorizes the Solicitor General of Canada to enter into policing agreements with provincial, territorial and municipal governments on a cost-sharing basis. Part IV of the *Canadian Security Intelligence Service Act* gives the RCMP primary responsibility for duties assigned to peace officers in respect of offences constituting a threat to the security of Canada, or where the victim is an Internationally Protected Person (IPP) within the meaning of Section 2 of the Criminal Code. In addition, a number of Cabinet directives and international agreements assign protective responsibilities, while a substantial number of agreements with other federal departments and police agencies further define RCMP enforcement responsibilities.

2. Program Objective

The objective of the RCMP is derived from Section 18 of the *Royal Canadian Mounted Police Act*:

"To enforce laws, prevent crime and maintain peace, order and security."

In striving to achieve this objective, the RCMP engages in a variety of activities, many of them related to service as well as enforcement purposes. It prevents, detects and investigates offences.

The RCMP enforces federal statutes, and through Treasury Board Circular 1987-6, was tasked with co-ordinating the investigation of offences reported by other federal departments for illegal acts against the Crown.

The RCMP, based on the requirements outlined in the Treasury Board Administrative Policy Manual, through the EDP Security Evaluation Inspection Team (SEIT), provides computer security inspections and consultations for departments and agencies of the Government of Canada, as well as private sector facilities processing government classified or sensitive information under contract.

Memoranda of Understanding are frequently signed between the RCMP and federal government departments to enhance a coordinated effort for the enforcement of federal statutes. (Page 170 lists memoranda of understanding).

Since 1949, the RCMP has represented Canada in INTERPOL and operates Canada's National Central Bureau which links 176 countries in a system for communicating criminal information. The National Bureau links the international police network with Canadian police and law enforcement agencies in a united effort for investigating international drug trafficking, organized crime and criminals travelling internationally.

It provides investigational assistance and protective security to other federal departments and agencies and protects Internationally Protected Persons (IPPs) and Canadian dignitaries. As well, the planning, coordination and execution of security operations for major events and visits of dignitaries across Canada is charged to the RCMP. This security umbrella also encompasses airport protection at designated airports.

In addition to the federal responsibilities of the RCMP, policing services under contract are provided to the two territories and all provinces with the exception of Ontario and Quebec. This contracting of police services also extends to 200 municipalities and 36 First Nations communities. Contract policing, performed on a cost-sharing basis forms an integral part of the responsibilities of the RCMP.

As the lead agency, the RCMP offers federally funded specialized expertise to the Canadian police community at large. This expertise provides the police community with a computerized criminal information repository, forensic laboratory facilities, fingerprint and other identification services, specialized police training and expertise in dealing with information on explosive devices and explosives disposal.

A 1966 federal/provincial administrative agreement on organized crime tasked the RCMP as the co-ordinating body for the collection, analysis and dissemination of criminal intelligence. This agreement created a new role for the RCMP and provided a framework for investigations and operations to assist the provinces in combatting organized crime. Criminal intelligence sections are strategically located across Canada. Emphasis is placed on organized crime, including economic crime and income tax investigations that lead to the forfeiture of proceeds of crime.

In 1966, a further federal/provincial administrative agreement on financial disclosure and securities regulations was approved. This agreement tasked the RCMP to establish units to enforce laws relative to securities offences. Investigative sections were established in every province to deal with securities crimes, fraudulent bankruptcies, commercial crime and frauds against the Government of Canada. The RCMP also established and operates a national repository for securities fraud information.

The *Royal Canadian Mounted Police Act* contains provisions for the Public Complaints Commission and the External Review Committee. Both of these bodies are independent of the RCMP and report directly to the Solicitor General of Canada. The mandate of the Public Complaints Commission is to receive or review public complaints in relation to the conduct, in the performance of any duty or function under the *Royal Canadian Mounted Police Act*, of any member or other person appointed or employed under the authority of this Act. The External Review Committee provides RCMP members with a review process for internal accountability.

3. Program Organization for Delivery

The *Royal Canadian Mounted Police Act* provides the legal basis upon which the RCMP is organized. The authority and accountability for executing the requirements of the Act rest with the Commissioner. The Commissioner reports to the Solicitor General of Canada, who in turn is responsible to the Parliament of Canada. The Commissioner is supported by four deputy commissioners at Ottawa and 13 operational commanding officers in the divisions across the country and the Commanding Officer "Depot" Division at the RCMP training facilities in Regina,



Saskatchewan. The deputy commissioners manage the law enforcement program which is currently carried out within the context of five activities (see Figure 1). They are assisted by directors who manage the sub-activities. These activities are:

Operations: includes a wide variety of policing and law enforcement functions in support of federal, provincial and municipal governments. Assistance to accredited police agencies and services to the general public are also provided.

Protective Services: provides security and protection for Canadian and foreign dignitaries, federal government facilities and assets, major events and designated airports. The Protective function also encompasses research, development and evaluation of security equipment, materials and concepts.

Law Enforcement Services: assists all Canadian law enforcement agencies by providing specialized police training, forensic laboratory, identification and information services.

Corporate Management: includes strategic and corporate planning, corporate policy formulation, financial planning, audit and program evaluation. Responsiveness and accountability is ensured through the coordination of communications, public affairs, information access and external review and appeals.

Administration: encompasses the organization and management of the department's human resources, its training programs, staffing, health and language services.

The RCMP organizational structure is evolving as a result of organizational change and the introduction of the new government expenditure management system. The process is not yet complete, therefore Part III continues to be based on a five activity structure which, in practice, the organization operates on a four activity structure. The new government expenditure management system currently requires organization according to service lines. The RCMP is therefore in the process of making the transition from an activity-based organization to a focus on service lines. The cross-walk that must take place to complete the evolution is suggested in a general way in Figure 2. It should be emphasized that the elements included in each service line in the third column of the figure could change quite appreciably when the actual cross-walk is undertaken.

The RCMP service lines are:

Federal Policing Services: The RCMP provides policing, law enforcement, investigative and protective services to the federal government, its departments and agencies and to the people of Canada to assist in the protection of public health and safety, the environment, trade and commerce, revenue collection, national security, foreign missions and state officials.

National Police Services: The RCMP provides forensic laboratory, identification, computerized police information, intelligence, technical services, and advanced training services to the Canadian police community and some departmental law enforcement agencies. There is also some international sharing of services.

Contract Policing Services: Under 20-year agreements between the federal government and provincial, territorial and municipal governments, the RCMP provides community policing services to the populations of eight provinces, two territories and 200 municipalities. The wide range of services includes crime prevention, order maintenance, traffic enforcement, Criminal Code enforcement and the provision of emergency services. Contractual arrangements with First Nations communities are provided under tripartite agreements signed by the federal, provincial and individual band governments.

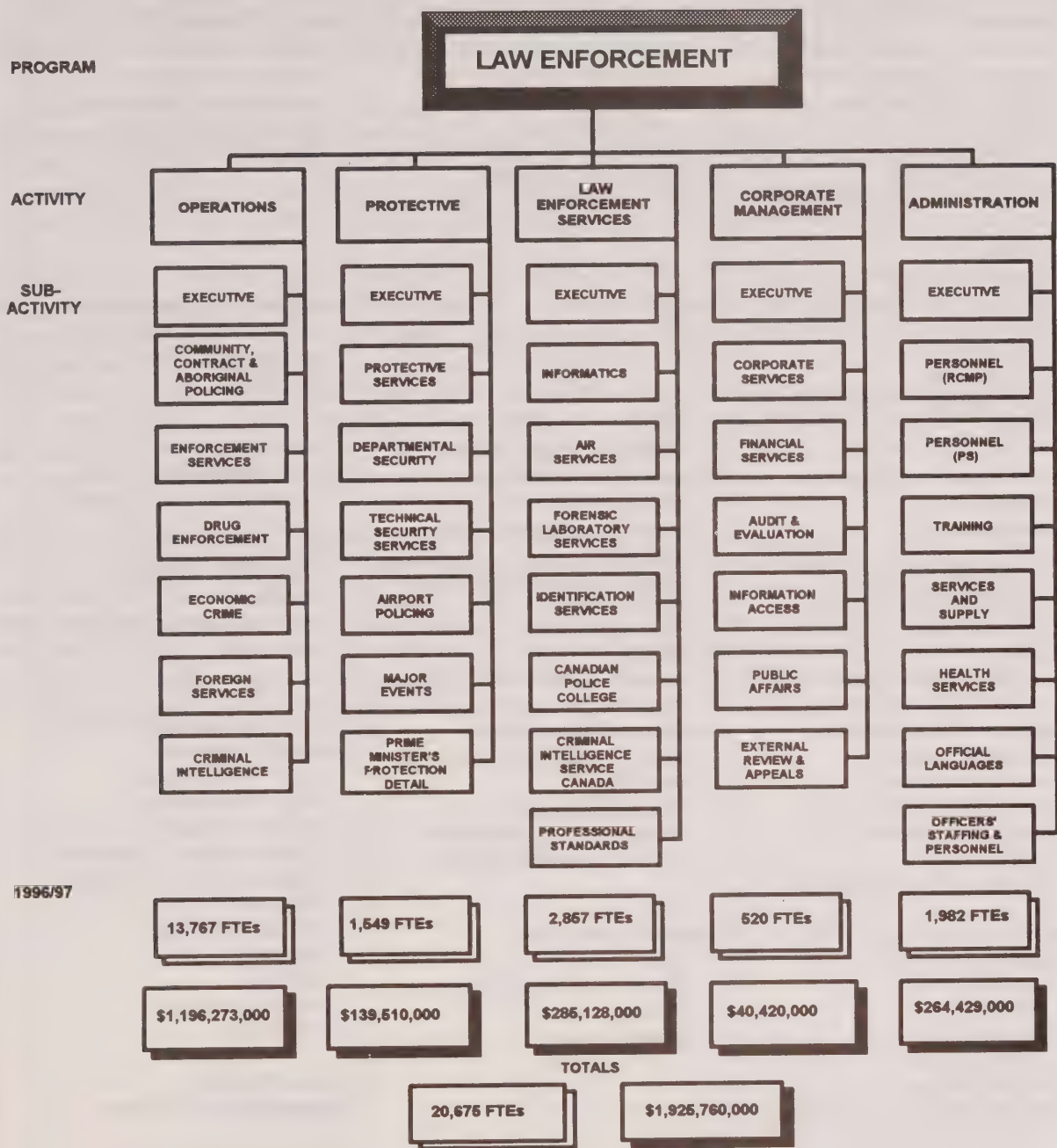
United Nations Peacekeeping Services: The RCMP is providing policing services and training through the United Nations to a number of countries in conflict.

Corporate Management Services and Human Resource Services: This is an internal service line which consists of financial supply and support, public affairs and information, personnel, audit and evaluation, corporate policy and planning, and health services and training. A decision will be made during the next year whether this internal service line remains separate or is "distributed throughout the respective service lines".

It will be noted that highlights for future plans and past performance are in keeping with the new thinking of the RCMP.



Figure 1: Royal Canadian Mounted Police Program Activity Structure



THESE FIGURES ARE GROSS EXPENDITURES AND DO NOT REFLECT REVENUES CREDITED TO VOTE (see Figure 4 for revenue information)

Figure 2: Suggested Cross-Walk to Service Lines

REPORTED AS FIVE ACTIVITIES	MANAGED AS FOUR ACTIVITIES	PROCEEDING TO SERVICE LINES*
<p>Operations</p> <ul style="list-style-type: none"> Community, Contract & Aboriginal Policing Services Enforcement Services Drug Enforcement Economic Crime Foreign Services Criminal Intelligence <p>Protective</p> <ul style="list-style-type: none"> Protective Services Departmental Security Technical Security Services Airport Services Major Events Prime Minister's Protection Detail <p>Law Enforcement Services</p> <ul style="list-style-type: none"> Informatics Air Services Forensic Laboratory Services Identification Services Canadian Police College Criminal Intelligence Service Canada Professional Standards <p>Corporate Management</p> <ul style="list-style-type: none"> Corporate Services Financial Services Audit & Evaluation Information Access Public Affairs External Review & Appeals <p>Administration</p> <ul style="list-style-type: none"> Personnel (RCMP) Personnel (P/S) Training Services & Supply Health Services Official Languages Officers' Staffing & Personnel 	<p>Operations</p> <ul style="list-style-type: none"> Community, Contract & Aboriginal Policing Services Criminal Intelligence Federal Services International Liaison and Protective Operations <p>National Police Services</p> <ul style="list-style-type: none"> Canadian Police College Criminal Intelligence Service Canada Forensic Laboratory Services Informatics Information & Identification Services Technical Operations <p>Corporate Management</p> <ul style="list-style-type: none"> Audit, Evaluation & Corporate Services Finance and Supply Public Affairs & Information External Review & Appeals <p>Human Resources</p> <ul style="list-style-type: none"> Personnel Officers' Staffing & Personnel Training Health Services 	<p>Federal Policing Services</p> <ul style="list-style-type: none"> Federal Services Criminal Intelligence International Liaison and Protective Operations Technical Operations <p>Contract Policing Services</p> <ul style="list-style-type: none"> Community, Contract & Aboriginal Policing Services <p>National Police Services</p> <ul style="list-style-type: none"> Canadian Police College Criminal Intelligence Service Canada Forensic Laboratory Services Information & Identification Services <p>Corporate Management & Human Resources</p> <ul style="list-style-type: none"> Audit, Evaluation & Corporate Services Finance & Supply Public Affairs & Information External Review & Appeals Personnel Officers' Staffing & Personnel Training Health Services Informatics <p>United Nations Peacekeeping Services</p>

* Projected only



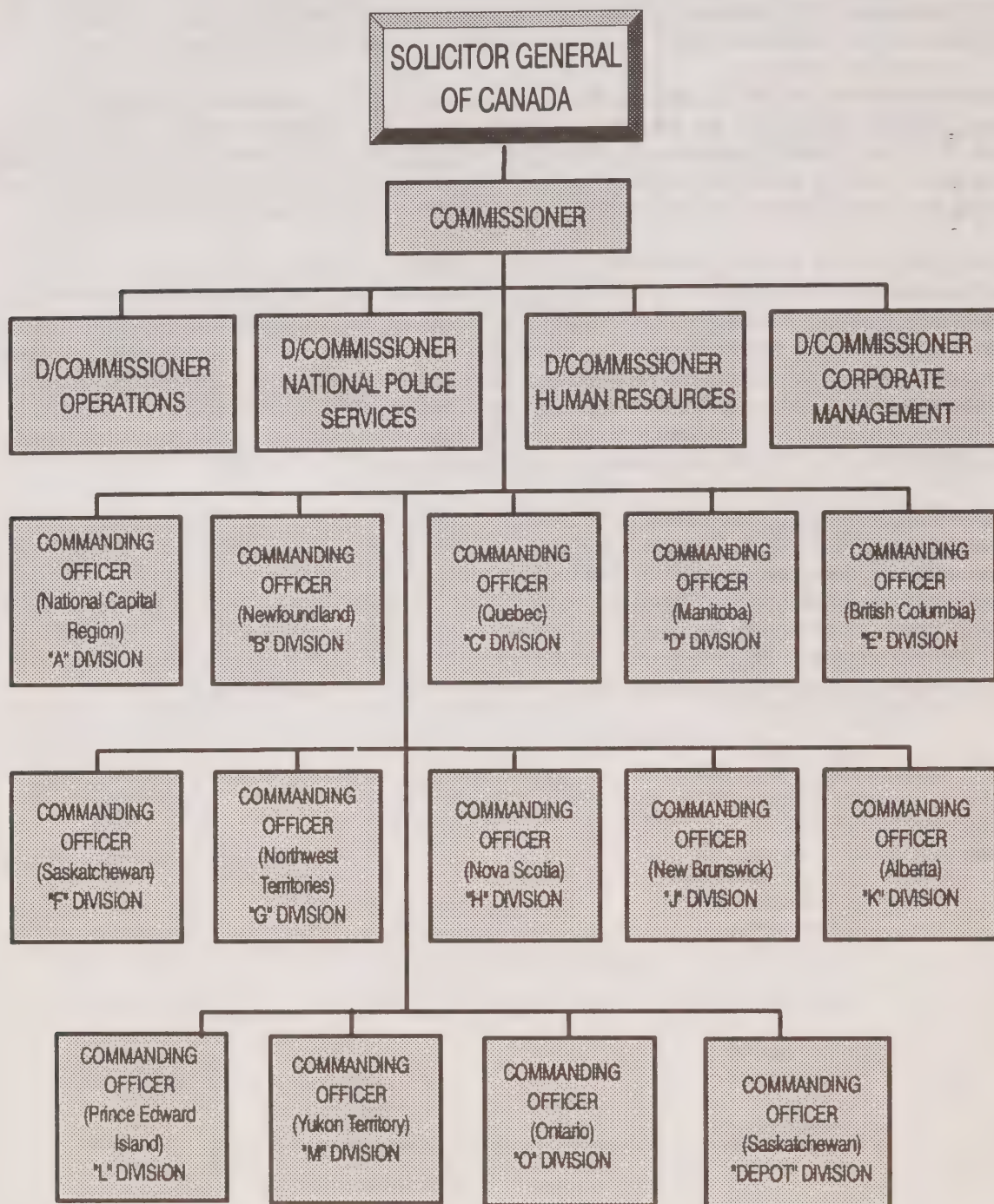
The RCMP, as shown in Figure 3, is organized into 13 operational divisions. Each division is alphabetically designated and managed by a commanding officer. Divisions approximate provincial boundaries with their headquarters located in respective provincial or territorial capitals (except “A” - Ottawa; “C” - Montreal; “E” - Vancouver; and “O” - London). Within the divisions, there are 52 sub-divisions and 707 detachments which range in strength from one to 335 employees.

Divisional commanding officers are responsible for the delivery of the various operational programs, the resources they utilize and the results achieved within their assigned regions. Commanding officers in divisions, operating within a provincial or territorial policing contract, have the additional responsibility of liaising with the provincial or territorial minister responsible for policing on such matters as resource planning, general policing policy and the achievement of planned results.

The detachment is the basic operational unit of the RCMP. It is the organizational component assigned the prime responsibility for the delivery of police services and the prevention of crime within prescribed boundaries. In many cases, detachments are further supplemented by a number of satellite and community service offices. Regardless of its size, each detachment operates independently with its own dedicated resources. Members assigned to detachment work, consult and collaborate with community leaders and citizens in setting policing strategies and developing plans of action that will meet the needs of the specific community served. Detachment personnel represent approximately 60 percent of actual RCMP resources.

Detachments are assisted by specialized support units maintained at the division headquarters, sub-division and detachment levels. These support units include: general investigations expertise, traffic and crime analysis, identification services, forensic laboratories, and police dog services. Members may also collaborate with social service organizations that offer assistance in family or youth counselling, alcohol or drug abuse and community crime prevention programs. As well, members of the RCMP participate in 28 Emergency Response Teams (ERT) strategically placed across the country, available to respond to hostage-taking or other emergency situations, as required.

Figure 3: Royal Canadian Mounted Police - Organizational Structure



As of 1995, the RCMP comprised over 20,600 employees distributed across Canada in the 13 divisions. The number of employees in each division varies between a low of about 150 in Prince Edward Island to a high of over 5,200 in British Columbia.

The RCMP employs three categories of employees: regular members (RMs), civilian members (CMs) and public service employees (PSEs). The regular member category comprises uniformed personnel who are appointed peace officers. The civilian member category comprises non-uniformed members of the RCMP. Employees within this group possess specialized qualifications and are engaged primarily in technical, scientific and professional areas. Employees designated within the public service category are not members of the RCMP but are federal government employees engaged by the RCMP to provide administrative or professional support services. Currently, regular members constitute 74 percent of the RCMP, civilian members ten percent and public service employees represent 16 percent of the total population.

The regular member establishment of the organization has six levels of commissioned officers and four levels of non-commissioned rank. The majority of regular members, representing over 12,000 peace officers, are within the constable and corporal ranks. Currently, constables constitute 60 percent of the RCMP, while three percent of the total population is within the commissioned officer ranks.

The first troop of women constables was recruited into the RCMP in 1974. Since 1986, there has been a steady increase in the percentage of women members to where they currently represent approximately ten percent of the total number of regular members. The appointment of the first woman to the commissioned ranks took place in 1992 and there are now five women of inspector rank. The goal of the RCMP is to facilitate the promotion of women into management positions and to have 20 percent women members by the year 2013. The RCMP actively recruits members of visible minorities to ensure it represents the society it serves. During the past year, the RCMP recruited a total of 252 persons. This group included 95 women, 39 aboriginal persons and 47 members of other visible minorities.

Currently, 30 percent of regular members and 27 percent of civilian members are bilingual. Efforts to increase the bilingual capacity of the RCMP have met with positive results. Language training continues to be provided to unilingual employees in order to better serve the needs of the community.

C. Financial Summaries

1. Summaries of Financial Requirements

Funding requirements for the Law Enforcement Program for both the estimates and current fiscal year are presented by activity in Figure 4.

Figure 4: Financial Requirements by Activity

(thousands of dollars)		Estimates 1996/97			Forecast 1995/96		
	Expenditures	Receipts Credited to Vote	Net Expenditures	Total Expenditures	Receipts Credited to Vote	Net Expenditures	Change
Operations	1,196,273	721,219	475,054	1,228,628	710,295	518,333	(43,279)
Protective	139,510	0	139,510	142,479	0	142,479	(2,969)
Law Enforcement	285,128	3,461	281,667	299,974	3,461	296,513	(14,846)
Services							
Corporate	40,420	40	40,380	53,576	40	53,536	(13,156)
Management							
Administration	264,429	0	264,429	326,019	0	326,019	(61,590)
	1,925,760	724,720	1,201,040	2,050,676	713,796	1,336,880	(135,840)
Human Resources* (FTE)	20,675			20,661			14

* See pages 152 and 153 for additional information on human resources.

Explanation of change: The financial requirements for 1996/97 are \$135.8 million or 10.2 percent less than the 1995/96 forecast expenditures. The major items contributing to the decrease are:

	<u>\$Million</u>
- pension adjustment	10.4
- construction loan for the Alberta Headquarters	10.0
- operating budget carry forward (1994/95 to 1995/96)	(78.0)
- salary allowance adjustment	(33.8)
- reductions related to the program review	(11.6)



\$Million

- adjustments related to 1995/96 budget reductions	(11.3)
- revenue related to contracts and other operating costs	(10.9)
- carry forward of capital resources (1994/95 to 1995/96)	(5.9)
- new resources for 1995/96 such as Halifax Summit	(5.7)

Explanation of forecast: The 1995/96 net forecast (which is based on information available to management as of December 1995) is greater by \$129.5 million or 10.7 percent than the 1995/96 Main Estimates. The major contributing items are:

\$Million

- operating budget carry forward (1994/95 to 1995/96)	78.0
- salary allowance adjustment	33.8
- carry forward of capital resources (1994/95 to 1995/96)	5.9
- new resources for government initiatives such as Halifax Summit	5.7

2. Review of Financial Performance

Figure 5: Financial Results for 1994/95

(thousands of dollars)	1994/95				
	Total Expenditures	Receipts Credited To Vote	Net Expenditures	Main Estimates	Change
Operations	1,184,423	719,935	464,488	431,207	33,281
Protective	140,039	0	140,039	141,495	(1,456)
Law Enforcement Services	289,839	3,789	286,050	301,132	(15,082)
Corporate Management	51,626	0	51,626	52,243	(617)
Administration	338,262	42	338,220	270,471	67,749
	2,004,189	723,766	1,280,423	1,196,548	83,875
Human Resources (FTE)*			20,874	21,100	(226)

* See pages 152 and 153 for additional information on human resources.

Explanation of Change: The final requirements for 1994/95 were \$83.9 million over the 1994/95 Main Estimates. The major items contributing to the net increase were:

	<u>\$Million</u>
- new resources for government initiatives such as custom enforcement and peacekeeping initiatives	86.6
- operating budget carry forward (1993/94 to 1994/95)	36.5
- bilingual bonus	33.7
- pension and salary allowance adjustment	13.1
- disposal of crown assets	7.5
- operating budget conversion factor	7.3
- operating budget carry forward (1994/95 to 1995/96)	(78.0)
- revenue greater than expected	(5.2)
- reductions related to the government's fiscal restraint measures	(4.6)



D. Planning Perspective

1. External Factors Influencing the Program

The most dominant trend influencing the RCMP is the deficit reduction strategies of all governments in Canada. Given that the RCMP provides services at all levels of government, it is simultaneously included in the expenditure reduction plans of federal, provincial, territorial and municipal governments. While some merging of reduction requirements can be achieved, the expenditure savings priorities of each government have different focuses thus the flexibility of the RCMP to shift activities and emphases to meet requirements is severely restricted. Moreover, the size and urgency of the reductions are such that they are likely to have lasting effects on the role and responsibilities of the RCMP and on the services that Canadians have hitherto enjoyed. The challenge will be to ensure that the services most crucial to the safety and well-being of the Canadian society are maintained and even strengthened and that the health and safety of RCMP members are protected despite the reduction in resources.

Despite expenditure reduction, there are a number of other influences that have the potential to enhance the future character of the RCMP. One of these is the new government expenditure management system which is founded on business principles. It encourages planning and management of scarce resources to meet objectives and emphasizes accountability for results. The restructuring consequent to the elimination, reduction or streamlining of programs will also have an impact on the future organization of the RCMP in making it more efficient. The adoption of the community policing approach is already affecting the organizational structure and culture of the RCMP and this is likely to intensify if the community movement evident in other public sector areas evolves further. The effect of the evolution will be to endow individual Canadians with the power to decide on the type and quality of health, education or criminal justice service they want. In this way, the supplying systems will become more sensitive to the needs of Canadians. Moreover, in providing cost-effective services, there will be an effort to eliminate overlap and duplication of services, more interactivity among public sector organizations and more joint ventures. Given the geographic dispersal and the multi-jurisdictional nature of the RCMP, it could be ideally placed to take a leading role in such developments, thereby counteracting some of the influences that have the potential to diminish the profile of the RCMP.

From the operational point of view, reported crime appears to have been reduced over the last two to three years. This phenomenon has been observed in a number of other western countries but its cause is debatable. Among a number of different reasons advanced are aging populations, the advent of the community policing movement, and the reduction of police budgets, which prevent proactive policing. Even if the reduction in reported crime represents a real decrease, it is not startling and many authorities have observed that there has been an intensification of violence even if the amount of violent crime has not grown. There is an increase in violent gang activity and international organized crime is posing sufficient problem to engage the joint attentions of the G-7 countries.

With an increase in the youth population of the aboriginal community in the last two decades, there is already some indication this segment of the aboriginal community is challenging the traditional authority of aboriginal elders and the general law. Given the existence of outstanding land claims and other grievances, there could be unrest in the aboriginal community.

The development of open-architected, interactive information technology is likely to lead to a more open, interactive organization with greater management and operational flexibility. The development of integrated justice information systems by the provinces is also likely to result in greater interactivity among systems. This may change the role of the federal government and the RCMP in providing information to other police agencies and make the federal government a partner rather than a principal provider of police information services. The effect may be a much improved national system of criminal justice information. The opportunities for re-engineering business processes and enabling operational members to do their jobs better could contribute to cost savings. Investment in new information technology may therefore be imperative for the RCMP.

2. Initiatives

Policy Review of National Police Services: The RCMP has undertaken with the Solicitor General of Canada, a review of its National Police Services to develop options to improve client service, and to identify emerging needs and opportunities for cost-sharing partnerships. The services under review are Criminal Intelligence Service Canada, the Canadian Police College, the Criminal History/Fingerprint Repository, the Canadian Police Information Centre (CPIC), Forensic Laboratory Services, and the Fraudulent Cheque Section. This is expected to lead to more cost effective services and a closer partnership between the federal and provincial governments in supporting and influencing the direction of these services which are used by all police services in combatting major, organized and multi-jurisdictional and transnational crime. Research is ongoing and will include extensive interaction with program managers, employees, police services, various federal departments and provincial governments.

Canadian Police College: The RCMP has embarked upon a review and organizational renewal of the Canadian Police College. As part of the exercise, it will pursue alternative accountability structures within the Canadian and international police community. A mission statement, values, and strategic objectives have been developed. One strategic objective concerns the review of various options for service delivery and recommendation of an appropriate accountability structure aimed at improving the efficiency and effectiveness of its services. Since there are other police training services available in Canada, the challenge to the College will be to maintain its role and clientele while achieving more financial return.



Enhanced Police Information Systems: The RCMP is developing a new information technology to enhance and upgrade police information systems. This includes the development of an organization-wide network which would integrate voice, image and data. This electronic "highway" is necessary to provide the platform for other technological upgrades which are required for the Canadian Police Information Centre (CPIC) and for the new national firearms registry. An additional upgrade will be provided through the development of an automated criminal histories file and its conversion to magnetic disks. This will provide the RCMP with a back-up system which does not currently exist.

DNA Legislation: Bill C-104 which is an amendment to the Criminal Code, was proclaimed in July 1995. It provides for the collection of DNA samples by means of a warrant which allows the police to obtain biological samples from a suspect during the course of a criminal investigation. The initial costs related to the Criminal Code amendments have been assumed by the RCMP through internal funding allocations. These costs total approximately \$4.5 million.

Five-Year Review of Contract Policing Agreements: A review of the cost base of the 20-year RCMP provincial, territorial and municipal police service agreements signed in 1992 will take place in 1997. A working group has been established within the RCMP with a mandate to identify relevant issues, analyze their implications and provide advice to the senior management of the RCMP and the Department of the Solicitor General on options to be discussed with the contract partners during the five-year review process. The options will have due regard for the interests and activities of the RCMP in its contract role, and for the financial pressures being experienced at all levels of government.

Performance Management System: The RCMP is developing a new performance management system based on job analysis and tailored to the work performed in different areas of the RCMP. The objective of this new system is to manage strategically the performance of RCMP members and to provide them with more useful guidance in accordance with community policing and other RCMP strategic initiatives. Pilot projects are to be completed in "K" (Alberta) and "J" (New Brunswick) Divisions.

District Policing: "O" Division (Ontario) is proceeding with the implementation of district policing which could become the standard for non-contract divisions. The district policing concept is also being used in contract divisions, such as New Brunswick ("J" Division). The province has been divided into ten districts taking into account local demographical characteristics. The district policing model is an organizational arrangement which groups a number of detachments into a "district", in order to permit the delivery of the provincial contract policing services with enhanced effectiveness and efficiency. The intent of this organizational change is to reduce the administrative burden on all operational personnel, including detachment commanders and their senior non-commissioned officers, thereby maximizing the time available to work operationally in the communities. Administrative functions are centralized in one location. This business reengineering is made possible by two developments:

- the introduction of new office management informatics capabilities which provide electronic communication linkages among detachments in a district; and

the "repatriation" of support personnel from individual detachments in the district to create a unified support group to handle the centralized electronic package, the centralized complaint dispatch system, and all other administrative functions at the district command centre.

In order to ensure the expected benefits of the district policing model are relevant to the New Brunswick community, a pilot project was initiated in September 1994, in the Acadian Peninsula. In January 1995, an evaluation report concluded that the district policing model was a cost-effective and efficient delivery model which increased the police presence in the community to deal proactively with policing needs of the Acadian Peninsula. A strategic plan was proposed to permit a systematic implementation of district policing throughout the province by March 31, 1997. This initiative is being closely monitored by the national police community, in its continual search for cost-effective service delivery models.

Quality Service Initiative: The Quality Service initiative was introduced by Treasury Board to ensure that services provided by government are relevant, respond to real needs, and are accessible, and affordable. Quality Service is a management approach that focuses on client satisfaction and innovation. This approach dovetails with that of community policing, which is concerned with improving the quality of police services within the community policing framework. RCMP service standards have been developed in consultation with communities. The service standards were approved by the Senior Executive Committee on May 24, 1994. During the coming year, the emphasis will be on communicating the principles inherent in Quality Service and its linkages with community policing. The communication effort will include information packages for managers and employees, articles for RCMP publications, and on-line access to information over Internet.

Business Plan: Based on the introduction of the new government expenditure management system, the RCMP has prepared its first Business Plan which integrates the planning and finance functions, places emphasis on service delivery, and accountability for results. The first business plan of the RCMP was submitted in April 1995 and identified new policing issues and initiatives, as well as the strategies necessary to achieve them for the three-year period covering 1995/96 to 1997/98. The RCMP divisions and directorates with discrete programs, are now developing their own business plans.

G-7 Economic Summit: The RCMP was responsible for the overall security of the G-7 Economic Summit in Halifax (Nova Scotia) in June 1995, which was attended by leaders of the seven most industrialized nations, the President of the European Economic Union, the President of the Russian Federation and finance and foreign ministers of the respective heads of state. The RCMP deployed approximately 2,200 members to the Summit. The critical aspects of security included assigning security levels for the visiting dignitaries, intelligence, guard duty at venues, transportation, accreditation, and specialized support services. The total cost for this initiative was approximately \$7.4 million.



United Nations (UN) Peacekeeping in Haiti: The United Nations Resolution 940 reaffirmed previous UN resolutions dealing with Haiti and authorized the establishment of a multinational force to facilitate the departure of the military leadership from Haiti, the prompt return of the legitimately elected President and the restoration of the legitimate authorities of the Haitian Government. Following on an earlier mission, the Canadian Cabinet supported the deployment of a 100-strong contingent of RCMP members as civilian police monitors and trainers to assist with the restoration of the Haitian civilian police authority. There are currently 96 Canadian police officers, comprising 81 RCMP members and 15 members from various municipal police services, participating in this initiative.

3. Update on Previously Reported Initiatives

Reduction of Violent Crime (identified 1995/96): The RCMP continues to participate in various multi-agency task forces to address violence in society. These initiatives encompass a broad range of issues including: criminal and anti-social behaviour; spousal abuse; physical and sexual abuse of children; and neglect and exploitation of the elderly or disabled. The RCMP has produced a comprehensive education/awareness program addressing a number of issues relevant to child abuse. The Crime Prevention Branch produced a series of instructional and informative videos entitled: *Be Careful Be Safe: Safe Children*; *Youth Violence: What's Out There?*; and *Violence Against Women: Breaking the Silence*. Community-based alternative justice systems have been implemented in a number of RCMP divisions as part of an overall community problem-solving pilot project. The objectives are to develop and practice mediation skills to resolve incidents of violence within the community and to examine and apply principles in the resolution of incidents which occur outside the criminal justice system.

The RCMP will undertake a number of problem-oriented community intervention programs. The objective of these programs is to teach the police and the community to resolve incidents that are of mutual concern through their combined efforts. The Commissioner's Youth Advisory Committee is in the final formation stages. The mandate of the committee is to provide a forum for communication with Canadian youth. Through participation in this committee, Canadian youth will have an opportunity to provide their ideas and thoughts concerning the problems they face in their communities. The RCMP will consider the comments developed by the committee in its youth crime programs.

Vision for a Unified Federal Law Enforcement Role (Identified 1995/96): Criminal law enforcement requires peace officer status, professional training, demonstrable accountability and external review. In some cases, federal departments other than police services have assumed what are essentially police duties, leading to overlap and duplication of services. The 1995 Federal Budget directed the RCMP to explore with Treasury Board, the Privy Council Office, the Solicitor General of Canada and other federal departments, opportunities

to consolidate federal criminal law enforcement activities in the RCMP to achieve efficiencies across departments. The first three federal departments identified for bilateral examination of criminal law enforcement activities common to the RCMP are: Revenue Canada (Customs), Citizenship and Immigration, and Canadian Heritage (Parks Canada). The adoption of responsibility for all criminal enforcement of federal statutes by the RCMP would achieve the following benefits:

- shorter, cheaper and more effective investigations leading to government-wide savings,
- improved knowledge of, and control over, the amount spent on federal criminal law enforcement;
- ability for the RCMP and other federal departments to set priorities, to plan and implement law enforcement strategies government-wide.

The RCMP is also examining the delivery of its federal community policing programs to ensure that its organization, staffing, training, communication and consultation practices are advantageously adapted to deliver necessary services.

Nunavut and Northwest Territories ("G" Division) Study (identified 1995/96): With the imminent creation of Nunavut in 1999, the RCMP is developing a new model for the delivery of police services in what will be an aboriginal territory in the eastern arctic. The objective is to establish how the RCMP can best provide cost-effective policing services, oriented towards the specific cultural and community needs of the people of both the Northwest and Nunavut Territories. Consultations have taken place with members of selected communities and employees of the RCMP working in the Northwest Territories and Nunavut. Recommendations resulting from these consultations were presented to the Northwest Territories - Nunavut Project Advisory Committee in August and October 1995. A number of recommendations on community policing, recruitment, training and staffing were submitted to the Committee. The RCMP is committed to including the recommendations in the development of any future models for the delivery of police services to the people of the Canadian North. The Commanding Officer of "G" Division is now developing action plans incorporating the recommendations. Discussions are ongoing with the Government of the Northwest Territories and the Nunavut Implementation Commission concerning an agreement to provide policing services to the Northwest and Nunavut Territories.

Firearms Replacement Program (identified 1995/96): Over the past year, a comprehensive evaluation of the 9 mm pistol was conducted by the senior armourer of the RCMP to determine what pistol would best suit eventual users. The findings from this evaluation were subsequently incorporated into a detailed set of purchase descriptions and a statement of requirement for full-size and compact-size pistols. Evaluation criteria for the proposals were based on lowest price and ability to meet technical requirements.



The full and compact size Smith & Wesson models complied best with the purchase descriptions and the statement of requirement. In June 1995, Smith & Wesson were awarded a procurement contract to supply 14,700 full size and 2,500 compact size pistols to the RCMP at a total cost of \$9.8 million. The first delivery of pistols started in July 1995 and will continue until June 1996. The first 400 pistols are being used to train basic firearms instructors posted throughout the divisions who, in turn, will train all members in the field. All the new pistols are expected to be delivered to the divisions by the fall of 1996; however, transitional training of all field members will take place over the next two years.

The pistol replacement program addresses a number of major health and safety issues associated with the use of the traditional .38 calibre, six-shot revolver, which was prone to accidental discharges, had limited ammunition capacity and was very difficult to reload quickly.

Project Renewal (identified 1995/96): The Project Renewal initiative continues under its two-year mandate to ensure that all organizational changes are consistent with the renewal process and the strategic direction of the RCMP, taking into account individual employee and overall organizational needs. The working group continues to promote effective communication at all levels on renewal initiatives and to maintain a detailed plan to achieve the necessary budgetary reductions for the fiscal years up to 1998/99.

In the spring of 1995, the Project Renewal group initiated an organizational review of policies and procedures in an effort to reduce or eliminate policies which are either no longer valid or which impede the new organizational direction. The outcome is expected to promote empowerment and accountability at the working level. The policy review initiative is expected to be completed within two years.

Program Review (identified 1995/96): The Program Review exercise undertaken by the RCMP in 1994 identified a number of opportunities for cost-sharing, cost-recovery and improved efficiencies. Joint strategies with partners and stakeholders are being developed for federal criminal law enforcement, airport security, the Canadian Police College, and National Police Services.

New Accountability Relationship (identified 1995/96): It became evident, after extensive review of the management systems of the RCMP, that the RCMP requires more management flexibility to cope effectively with the organizational challenges and pressures it is facing and to meet its service priority of *safe homes, safe communities*. To accommodate these changes, the RCMP is exploring a new accountability relationship with Treasury Board. The proposal consists of three principal components:

- increased financial delegation;
- additional delegated administrative authorities;
- and separate employee status.

The RCMP is also in the process of implementing a pay council which will be mandated with pay and benefits negotiations for members of the RCMP. As a new concept in labour-relations management, the Pay Council will comprise representatives of management, division staff relations representatives, as well as experts in employee compensation and labour relations.

The RCMP will initiate extensive internal consultation in 1996 towards a new accountability relationship. Divisional visits will be made by the implementation team and senior managers to all divisions to hold information sessions with all employees. The RCMP has already consulted with departments who are already separate employers to benefit from their experience.

Preservation and Enhancement of the RCMP Image (identified 1995/96): The RCMP Product Licensing Program was formally launched in January 1995, with an effective implementation date of April 1, 1995. This program has been implemented to protect the integrity of the RCMP image and control its use in the commercial environment. It was developed with the assistance of a private sector volunteer organization incorporated as the Mounted Police Foundation (MPF). Pursuant to its mandate under the Master Licence Agreement, the MPF sub-contracted the management of the Licensing Program to the Walt Disney Company (Canada) Ltd. As an agent of the MPF, Walt Disney (Canada) will develop and administer a licensee base for the program. Royalty payments to the Foundation which have been generated from the program, will be directed in support of RCMP community policing, crime prevention and public relations programs across Canada.

Musical Ride (identified 1995/96): The National Sponsorship Program was established to identify private sector sponsors for RCMP community relations, public relations, crime prevention and victim services initiatives. A major Canadian corporation was introduced as the flagship national sponsor of the RCMP Musical Ride on July 1, 1995. This partnership is expected to generate \$750,000 over three years for the enhancement of the Musical Ride tour and the support of community policing initiatives.

Transformation of Human Resource Management (identified 1995/96): The human resources directorates of the RCMP continue to follow the strategic action plan in support of community policing and organizational renewal. The recent amalgamation of the RCMP Personnel and Public Service Personnel policy centres (directorates) at national headquarters is expected to result in cost savings as well as an improvement in the efficiency and effectiveness of personnel policies. Plans are currently underway to review



the administrative support function with the intention of eliminating any duplication of services and tasks. The "Peoplesoft" Human Resource Management System is expected to be fully implemented by 1997/98. The development of a single job classification plan will replace the existing plan for all members of the RCMP. The new classification plan will permit the decentralization of authority and promote innovative resource deployment. It will also provide the foundation for a pay system that is both externally competitive and internally equitable. It will also provide greater flexibility and empowerment to divisions and managers, facilitating more direct and efficient service delivery at the local level and will be cost neutral.

Introduction of New Information Technology (identified 1995/96): The RCMP is making efforts to lead the police community in information management systems technology (IMST), through initiatives such as the Electronic Records Management Project (PC-DOCS) and RIMS (Recorded Information Management System). PC-DOCS and RIMS are both used for the automation of administrative, operational and sequential hard copy files from any RCMP workstation having access to these files. The RIMS is being used in six divisions and PC-DOCS was piloted in the province of Prince Edward Island, National Police Services and Foreign Services. Estimated costs for these projects are approximately \$1.5 million. It is anticipated that efforts towards automation will offset these costs within a two-year period.

Computer-based training courses such as WordPerfect and Windows are being developed by the RCMP on an ongoing basis. These courses are very cost-effective and readily accessible in both official languages 24 hours a day from any workstation connected to the RCMP Office Support System (ROSS), the internal computer information network of the RCMP.

Models of Policing Project (identified 1994/95): The objective of this project focused on the development of more cost-effective models of policing specifically for the Province of Saskatchewan ("F" Division) and the Government of Saskatchewan. The options being considered include: the restructuring of the administration of the division to operate without a sub-division management structure; or reducing the number of sub-divisions. Divisional senior management is expected to make a decision in consultation with the Saskatchewan Government.

Implementation of Cost-Recovery Measures (identified 1993/94): In June 1993, the RCMP introduced user fees for criminal record checks and fingerprinting for civil purposes. Fees for forensic laboratory services provided for non-law enforcement purposes were also introduced at that time. In 1994, the RCMP introduced fees for the Canadian Police College, licences for eavesdropping devices and securities fraud information. In 1995, a fee for pardons was introduced by the National Parole Board, in consultation with the RCMP. The RCMP is currently pursuing, with the Department of Justice, a fee for the registration of firearms.

Review of Transfer Policy (identified 1993/94): A career management model is being piloted in "F" Division (Saskatchewan), in which interviewing and career planning responsibilities are combined in one position, the career manager. The career manager and the employee work together to try to place the employee according to his or her preferences.

Review of Civilianization Program (identified in 1993/94): Revised policy for promotion is being implemented for civilian members, to make use of standardized procedures such as structured interviews. A "Civilian Member Survey" is being conducted among all civilian members and will be used to identify issues for action and resolution. Newly engaged civilian members will be provided with an orientation program on organizational policies and practices. Recruiting procedures for civilian members are being revised to parallel the method by which regular members are recruited.

As part of the organizational renewal process to improve efficiency, between July 1994 and July 1995, a total of 45 positions were converted from regular member to public service employee. The RCMP continues to convert regular member positions to civilian member status in its streamlining exercise.

Other Initiatives Previously Identified:

The initiatives listed below were identified in previous expenditure plans. These projects are discussed under the Analysis by Activity section as they have been integrated with regular operations or are now part of an ongoing process.

- Tobacco Smuggling (identified 1994/95), see page 55
- Cadet Program (identified 1994/95), see page 136
- Aboriginal Cadet Development Program (ACDP), see page 46
- Distance Learning (identified 1994/95), see page 142
- Development of the Computer Integrated Information and Dispatch System (CIIDS) (identified 1993/94), see page 99
- Development of Organizational Renewal (identified 1993/94), please see under "Project Renewal", see page 29



E. Program Effectiveness

Attainment of Effective Policing Services

The RCMP is a service-delivery agency providing:

- Federal Policing Services,
- National Police Services,
- Contract Policing Services, and
- United Nations Peacekeeping Services.

Corporate Management and Human Resource Services jointly provide operational support and administration to all service lines. Programs that do not provide direct operational or operational support services are regarded as administration. Some of these costs are recovered under the police service agreements. In recent years, the RCMP has placed priority on reducing overhead costs and substantial efficiencies have been introduced in internal services. In 1995/96, the RCMP realized savings of \$34 million of which 60 percent was attributable to reductions in administration. These reductions have been accomplished through a number of strategies, including organizational renewal, the elimination of positions, workforce adjustments, the introduction of community policing, and the decentralization of authority which has led to empowerment and members being directly accountable for budgets and decision-making. The growing trend towards conferring more decision-making power on employees, together with civilianization of positions not requiring peace officer status, is contributing to substantial savings in human resource costs while ensuring that the organization has the necessary mix of skills at the appropriate levels for the delivery of its primary policing services.

It is evident that the RCMP requires more management flexibility to cope effectively with the organizational challenges and pressures it is facing and is therefore pursuing a new accountability relationship with Treasury Board. This proposal includes: increased financial delegation; additional delegated administrative authorities; and separate employer status.

Fiscal pressures continue to influence governmental programs resulting in elimination or downsizing of non-essential services. The RCMP is committed to remaining the police service of choice by offering competitively-priced basic services and placing emphasis on client service. In order to meet new demands for services, the RCMP is developing a range of alternative funding approaches such as partnerships and joint ventures, and more cost-recovery or cost-sharing opportunities. The recent establishment of the Mounted Police Foundation, as an independent organization to raise funds for additional community policing activities of the RCMP, is an example of a highly successful innovative measure to generate additional revenues. Other initiatives under examination include:

- cost-recovery of training services provided to other departments with law enforcement responsibilities;
- cost-recovery of secure RCMP video-conferencing facilities;
- partnerships for cost-sharing major upgrades required to maintain the Canadian Police Information Centre (CPIC);
- partnerships for cost-sharing 50 percent of the expenditures of the Canadian Police College; and
- conversion of the Canadian Police College to special operating agency status.

The contract policing services of the RCMP provide the federal government with a cost-effective way of fulfilling its constitutional responsibility for peace, order and good government. These services also help to resolve the difficulties associated with federal and provincial policing responsibilities that overlap and interconnect such as in the case of organized crime, which is multi-jurisdictional. Contract policing also ensures a uniform quality of policing across the country, a vehicle for providing economical federal policing services, a rapid and relatively inexpensive mobilization of resources for emergency situations and major events, and an opportunity to promote federal policies and programs such as bilingualism, employment equity, national unity and "safe homes, safe streets". The ultimate challenge in the contract policing area is the containment and reduction of contract policing costs. In order to remain the police service of choice, the RCMP is exploring and developing new models and approaches to policing such as:

- the further implementation of prototype policing models developed by the RCMP for New Brunswick, Saskatchewan and the Northwest Territories;
- the development of approaches for regionalization of RCMP police services;
- organizational renewal initiatives including streamlining and re-engineering to ensure that resources are concentrated on service delivery rather than on supervision and costly overhead;
- sharing of common services across divisions;
- risk management;
- the introduction of differential response: (an approach recognizing that not all calls for service require dispatch of a mobile police unit);
- the application of information technology to link all detachments electronically to reduce the paper burden;
- the development of minimum standards of police service;



- participating with the Solicitor General of Canada in the development of a federal review strategy for the 1997 five-year review of the contract policing agreements; and
- the institution of a transitional arrangement under First Nations tripartite agreements, whereby the RCMP can gradually increase its aboriginal membership to as near 100 percent as considered necessary by aboriginal clients.

Delivery of Policing Services

The following is an analysis to demonstrate program effectiveness which describes the delivery of services by the RCMP at the national level. The major objective of the organization is to provide high quality, cost-effective policing services to the communities served by the RCMP in accordance with the principles of community policing.

Historically, a police organization's effectiveness has been evaluated in terms of its ability to dispose of reported offences. This measurement is expressed as a "clearance rate" which represents the ratio of the number of offences cleared to the number of actual offences. However, this measurement does not encompass a wider range of police activities such as community relations, search and rescue operations, crime prevention, and education.

The following definitions are included to provide the reader with a more informed understanding of the data presented.

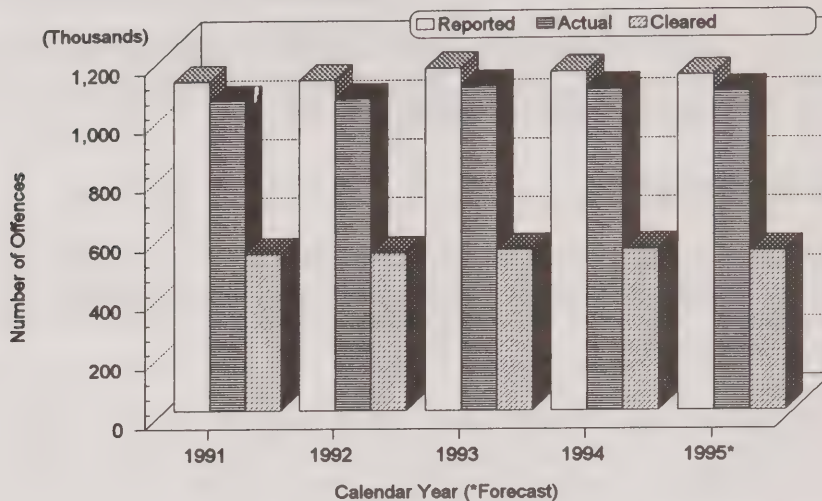
Reported: an offence brought to the attention of a police organization from any source requesting assistance which may or may not result in a criminal investigation.

Actual: a "reported" offence where it is determined by investigation that an offence has been attempted or committed.

Cleared: an "actual" offence which has been confirmed, where the offender is known, and sufficient evidence has been uncovered to support the laying of a charge. This includes cleared by charge or otherwise.

Figure 6 shows an upward trend from 1991 to 1993 in the total offences (excluding traffic) reported to the RCMP. There was a slight decrease in 1994 and 1995. This trend is due to a decrease in Criminal Code and provincial statute or territorial ordinance offences. There was a moderate increase in federal statute and municipal by-law offences. Some of the offence categories contributing to these trends are examined more closely in the following paragraphs.

Figure 6: Total Offences Investigated (Excluding Traffic), 1991 to 1995



Violent crimes comprise Criminal Code persons offences such as homicide, assault, robbery, and abduction. Consultations with community interest groups, examination of national and provincial crime statistics and internal surveys of RCMP members and management confirm that violent crime and youth crime remain major community concerns. The number of these offences reported to the RCMP rose steadily from 1991 to 1993, levelled off in 1994, and decreased slightly in 1995. Despite the downward trend in reported violent crime, the public perception is that violent crime is increasing.¹ To address the concerns of the Canadian public, the RCMP has targeted violent crime as a strategic priority and will continue, through community policing efforts, to work towards reducing it. For example, the RCMP is using the new offence category introduced in 1995 based on Section 264 of the Criminal Code which deals with harassment and stalking. To date, almost 600 offences under this category have been reported to the RCMP, with 55 percent of these already cleared.

Property offences and "other"² Criminal Code offences also decreased in 1995, partly due to a decrease in theft over \$5,000, property damage over \$5,000, and counterfeit currency offences. As of February 1995, legislative changes imposed by Bill C-42, an *Act to amend the Criminal Code*, raised the property value limits for theft, mischief, fraud and possession of stolen goods from \$1,000 to \$5,000. This gives the appearance that there has been a decrease in the number of offences over \$5,000 and an increase of those under \$5,000.

¹ Source: *Juristat*, "Public Perceptions of Crime", Vol. 15, No. 1, Canadian Centre for Justice Statistics, January 1995

² This category includes the remainder of the Criminal Code offences, such as arson, property damage, counterfeiting, breach of probation, harassment/stalking, etc.



The number of federal statute occurrences reported to the RCMP varied yearly between 1991 and 1995. These increased progressively from 1991 to 1993, declined slightly in 1994, and then rose to a new peak in 1995. This is mainly the result of a significant increase in the number of refugee identification investigations conducted by the RCMP. These investigations have resulted from changes in the *Immigration Act* in 1993, which requires that all refugees over 16 years of age be fingerprinted for identification purposes. The fingerprints are then processed by the RCMP for criminal identification investigations.

Federal areas which experienced a noticeable decrease include *Canada Shipping Act* and related investigations, *Animal Disease and Protection Act* incidents, *UIC Act* investigations, and *Income Tax Act* (Tax Program) investigations. Following the trend of the preceding year, offences related to the illegal possession and sale of tobacco products continued to drop. Although there was a significant increase in offences related to the illegal possession of sale of spirits in 1994, these levelled off in 1995. These declines can be partly attributed to RCMP efforts under the anti-smuggling initiative and a decrease in tobacco taxes. The RCMP is dedicating greater resources towards the investigation of fewer cases, but is focusing on those cases which are of a more serious nature and which have a greater potential for seizure and forfeiture of criminal assets, and consequently, the disruption of the organized criminal groups involved.

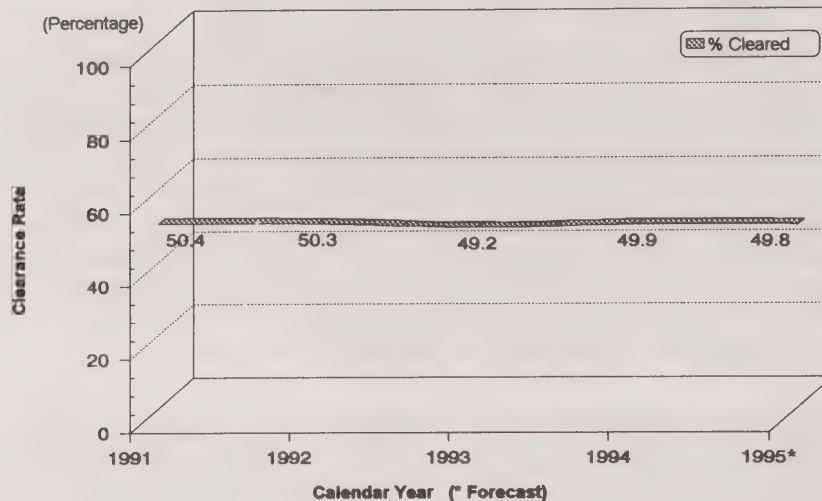
There was a decrease of less than one percent in the number of drug-related incidents. A significant decrease in the number of offences related to persons obtaining pharmaceutical drugs or prescriptions by misrepresentation (double doctoring) contributed to this trend. There is some suggestion that the decrease is a result of the shortage of police resources to devote to these difficult investigations; although efforts in "K" Division (Alberta), to bring physicians and pharmacists together to share information, may help to prevent double doctoring in the future. There was also a decrease in offences related to the possession of heroin and hashish. This trend was offset slightly by an increase in offences related to the cultivation of marijuana and the importation of hashish.

Preventing, investigating, and combatting crime constitutes only one component of police work. Other police activities include providing assistance to other police and government agencies, traffic-related duties (e.g. assisting at accidents, driver's exams, etc.), search and rescue activities, volunteer community work, and specialized laboratory and identification services. Performance indicators in these areas include:

- provision of assistance to 73 foreign countries;
- over 79,000 presentations in 1994 concerning crime issues;
- participation in 493 land and 122 marine search and rescue operations in 1994; and
- assistance in 174 new forensic identification cases and over 200 examinations, chiefly in bloodstain pattern analysis.

As shown in Figure 7, the national clearance rate of the RCMP³ has been relatively stable at approximately 50 percent over the five-year period from 1991 to 1995. (Criminal Code, federal statute, provincial statute and territorial ordinance, and municipal by-law investigations were used in the calculation of clearance rates; traffic-related incidents have been omitted.)

Figure 7: National Clearance Rates (Excluding Traffic), 1991 to 1995



Clearance data for national police agencies is collected by the Canadian Centre for Justice Statistics (CCJS) through the Uniform Crime Reporting (UCR) Survey. According to this data, the clearance rate for all police agencies combined (excluding the RCMP) was 38.1 percent in 1994. If the RCMP is included in this total, this rate becomes 41.6 percent. At 50.5 percent, the clearance rate of the RCMP is slightly higher than the Canadian rate.

The clearance rates of the RCMP for specific Criminal Code offences have remained virtually unchanged over the five-year period from 1991 to 1995. Clearance rates for violent crime, also known as person offences, are significantly higher than for the other Criminal Code categories for two main reasons: these types of crime tend to be easier to solve because there is usually more evidence available; and more emphasis is placed on their investigation because they are more disturbing. In 1995, the clearance rates for the specific Criminal Code categories were as follows:

Violent Crime (person offences):	76.9%
Property offences:	26.5%
"Other" Criminal Code Offences:	46.4%
 Total Criminal Code Offences:	 40.3%

³

Source: RCMP Operational Statistical Reporting (OSR) system.



SECTION II

Analysis by Activity

A. Operations

OPERATIONS

EXECUTIVE

\$286K 4 FTEs

COMMUNITY, CONTRACT AND ABORIGINAL POLICING

\$809,136K 9,611 FTEs

ENFORCEMENT SERVICES

\$213,275K 1,978 FTEs

DRUG ENFORCEMENT

\$93,579K 1,073 FTEs

ECONOMIC CRIME

\$37,926K 535 FTEs

FOREIGN SERVICES

\$4,985K 55 FTEs

CRIMINAL INTELLIGENCE

\$37,086K 511 FTEs

Objective

Enforce laws and prevent crime to maintain peace, order and security.

Description

The Operations Activity includes a wide variety of law enforcement programs in support of federal, provincial and municipal government requirements. Assistance is provided to accredited police agencies as well as the general public. Programs are diverse in nature involving all aspects of law enforcement at local, national and international levels. Strategies, policies and plans are developed and directed which provide guidance regarding delivery of services. This Activity is the focal point, on a nation-wide basis, for the coordination and evaluation of criminal operations and criminal intelligence gathering.

Resource Summaries

Total expenditures for the Operations Activity will account for approximately 62.2 percent of total expenditures for 1996/97 and 66.6 percent of full-time equivalents.

Figure 8: Activity Resource Summary

(thousands of dollars)						
	Estimates 1996/97		Forecast 1995/96		Actual 1994/95	
	\$	FTE	\$	FTE	\$	FTE
Executive	286	4	30,908	212	18,890	166
Community, Contract & Aboriginal Policing	809,136	9,611	783,896	9,070	779,525	9,279
Enforcement Services	213,275	1,978	245,657	2,137	218,393	2,126
Drug Enforcement	93,579	1,073	91,896	1,015	90,301	1,008
Economic Crime	37,926	535	36,795	486	36,223	489
Foreign Services	4,985	55	8,583	62	8,012	58
Criminal Intelligence	37,086	511	30,893	409	33,079	418
Sub-total	1,196,273	13,767	1,228,628	13,391	1,184,423	13,544
Less Revenue	721,219		710,295		719,935	
Net Expenditures	475,054		518,333		464,488	
Human Resources (FTE)		13,767		13,391		13,544

Explanation of Change: The financial requirements for 1996/97 were decreased by \$43.3 million or 8.3 percent from the 1995/96 forecast expenditures. The major items contributing to the net decrease are:

	\$Million
- reallocation of resources under the operating budget	(26.4)
- revenue related to contracts and other operating costs	(10.9)
- adjustments related to budget reductions	(5.7)

NOTE:

- forecast expenditures such as suspended from duty, medical, maternity, paternity, adoption leave and work force adjustment charged to Executive.



Figure 9: 1994/95 Financial Performance

(thousands of dollars)						
	1994/95					
	Actual		Main Estimates		Change	
	\$	FTE	\$	FTE	\$	FTE
Executive	18,890	166	297	4	18,593	162
Community, Contract & Aboriginal Policing	779,525	9,279	804,657	9,701	(25,132)	(422)
Enforcement Services	218,393	2,126	199,252	2,213	19,141	(87)
Drug Enforcement	90,301	1,008	89,922	1,074	379	(66)
Economic Crime	36,223	489	37,818	544	(1,595)	(55)
Foreign Services	8,012	58	6,094	66	1,918	(8)
Criminal Intelligence	33,079	418	7,592	94	25,487	324
Sub-total	1,184,423	13,544	1,145,632	13,696	38,791	(152)
Less Revenue	719,935		714,425		5,510	
Net Expenditures	464,488		431,207		33,281	
Human Resources (FTE)		13,544		13,696		(152)

Explanation of Change: The financial expenditures requirements for 1994/95 were increased by \$33.3 million or 7.7 percent from the Main Estimates. The major items contributing to the net increase are:

	<u>\$Million</u>
- new resources for government initiatives such as custom enforcement	76.2
- pension and salary allowance adjustment	5.0
- reallocation of resources under operating budgets	(44.6)
- revenue related to contacts and other operating costs	(5.2)

NOTE:

- actual expenditures such as suspended from duty, medical, maternity paternity, adoption leave and work force adjustment charged to Executive.

EXECUTIVE

The "Executive" Sub/Activity represents the allocation of resources directly linked to the senior management of the Activity.

COMMUNITY, CONTRACT AND ABORIGINAL POLICING SERVICES

The Community, Contract and Aboriginal Policing area provides cost-shared policing services to all provinces and territories, except Ontario and Quebec, under agreements signed between the Solicitor General of Canada and the provinces and territories. Under the terms of these agreements, the RCMP serves as a provincial or territorial police agency, enforcing the Criminal Code, provincial statutes, municipal by-laws and territorial ordinances. The RCMP also provides municipal police services under separate agreements to 200 municipalities. In 1995, one new policing agreement was signed for Qualicum Beach, British Columbia.

All policing services delivered by the RCMP are based on the concept of community policing. Community policing is a philosophy and method for the delivery of all police services. It involves partnership and interaction with the community to identify and resolve policing problems. Community policing recognizes that no two communities are the same and citizens have a legitimate role to play in police decision-making, which includes problem solving, priority setting and the manner in which policing is delivered to the community.

Members of the RCMP engaged in Community, Contract and Aboriginal Policing are involved in the following specific tasks:

Prevention: Members are engaged in the delivery of numerous education/awareness prevention programs, including preventive patrols which correspond to specific crime-related problems, as well as search and rescue presentations.

Service: This function encompasses a range of activities, including the resolution of minor disputes in which it may not be necessary to invoke the law; calls for assistance regarding suspicious occurrences or lost and missing persons; and service in civil processes. This function also includes non-police services such as escorting or guarding prisoners and conducting driver examinations, as well as the dedication of a considerable number of volunteer hours to a variety of programs, in particular youth and senior services.



Investigation and Enforcement: Investigation and detection of offences against federal and provincial statutes, territorial ordinances or municipal by-laws are conducted in response to all incidents of crime and acts of social disorder. RCMP members also work to ensure the public is aware of, and complies with, regulatory statutes such as motor vehicle acts and liquor control legislation.

Operational Support: A number of functions are performed in support of the aforementioned activities including: underwater recovery; auxiliary police services; judicial and detention services; emergency response; police dog services; tactical troops and bicycle patrols.

COMMUNITY POLICING

The strategic action plan for extending community policing throughout the RCMP is approximately 75 percent complete. Various initiatives have been implemented to serve as models for testing and evaluating the effectiveness and efficiency of community policing as a method of delivering all policing services.

Community policing pilot projects have been developed in every division. To facilitate the transition from traditional to community policing, the RCMP has undertaken a number of major initiatives. Those currently underway include:

British Columbia ("E" Division), Burnaby Detachment: structural change to support the community policing service delivery model;

Alberta ("K" Division), Lethbridge Sub-Division: Futuristic Management Project focusing on modern administrative processes;

New Brunswick ("J" Division): district policing; and

Nova Scotia ("H" Division), Cole Harbour Detachment: improving community consultation and problem resolution.

Transition to community policing has also begun at Ottawa Headquarters. Major undertakings include the adoption of "Best Practices" in community policing initiatives. The pilot projects have concentrated chiefly on: changes to detachment structure and culture; development of partners and networking processes; and development of community profiles to better understand root causes of crime problems.

Crime Prevention And Victim Services: This area focuses on the social order needs of a multi-cultural society through education, increased public awareness strategies, and the promotion of inter-agency and inter-governmental cooperation. The specific needs of crime victims are addressed through the development and implementation of responsive services. Program efforts include determining service objectives through community consultation and crime analysis, and increasing awareness of all aspects of community violence.

During the next four years, with special funding provided internally by the RCMP, victim assistance groups will receive greater attention by expanding programs and increasing training for volunteers who work with detachment personnel to provide service within a community. Members of the RCMP will also receive training to increase awareness of the role and importance of victim assistance volunteers at the detachment level.

Additionally, a training program for multi-agency teams to deal with sexual assault investigations will be enhanced. Regional teams composed of police and other agency members will receive intense training to increase effectiveness and response capability in more complex, difficult investigations.

Societal Violence: While violence within the home continues to be a priority of the RCMP, the wide range of violence which exists within communities has led to the treatment of violence in a more 'holistic' manner. What was previously referred to as "domestic" or "family violence" is now being referred to as "relationship violence". This approach permits violence within relationships to be examined, whether it is between adults, children, married or dating couples. This approach is in keeping with the principles for dealing with violence, which were set out in the government's Red Book.

The RCMP continues to participate with the Department of the Solicitor General, the Department of Justice, and Health Canada in various multi-agency task forces to address societal violence. These encompass a broad range of issues, including criminal and anti-social behaviour, spousal abuse, physical and sexual abuse of children, and the abuse, neglect and exploitation of the elderly and disabled. The RCMP has published a comprehensive education and awareness package addressing a number of issues relevant to the abuse of children.

Five-Year Strategic Plan - Reduction Of Violent Crime And Violent Youth Crime: In the second year of a five-year plan, the RCMP is developing and implementing an initiative (involving all levels of the organization) to deal with community perceptions of violent crime and youth crime. The objectives of this initiative include extensive consultations within the RCMP, provincial/municipal governments, federal agencies and communities. These consultations will be coordinated through the RCMP divisions, in an effort to determine the extent and root causes of the problems and to develop joint, cost-effective reduction strategies. Plans include educational, marketing and communication strategies to promote youth-focused service delivery.



National Strategy On Community Safety And Crime Prevention: The RCMP will undertake a number of problem-oriented community intervention initiatives. These initiatives will enhance the activities of the National Strategy on Community Safety and Crime Prevention, and will make use of knowledge and resources developed through other national programs such as the Family Violence Initiative, Canada's Drug Strategy, and Brighter Futures. Coordinated efforts are expected to improve the effectiveness of community-based programs and avoid duplication. Together, the police and community will address the underlying causes of crime and disorder which affect each community's safety and quality of life. Emphasis has been placed on addressing the needs of youth at risk, especially aboriginal communities suffering from the effects of suicide. An education program designed as a self-help package has been developed and delivered to over 14 aboriginal communities to date.

In addition, communities wishing to receive mediation training have been provided with alternative dispute resolution techniques as another tool to assist in community problem resolution.

RCMP Summer Student Program: In 1995, the Ministry of Human Resources Development Seed Program provided \$250,000 to administer the Summer Student Program, providing students with "hands-on" policing experience. Sixty students were employed at RCMP detachments across Canada.

RCMP Police Vocational Venturers/Rovers Program: In cooperation with Scouts Canada, the RCMP continues the development of the Venturers program for adolescents of 14 to 17 years of age and of the Rovers for those of 18 to 26 years of age. Both programs are co-ed. One initiative is examining the feasibility of having Venturers and Rovers give search and rescue presentations to school children. Currently, there are 35 Venturer and Rover companies in operation in communities policed by the RCMP and another five under formation. There is one aboriginal company in operation with one more under formation.

Volunteers: The RCMP has developed numerous "watch" programs in both rural and urban jurisdictions to assist in controlling the incidence of crime and to provide emergency response for search and rescue, particularly in rural areas. Under the various programs, such as Rural Crime Watch and Victim Services, over 60,000 civilian volunteers provide services.

ABORIGINAL POLICING

Aboriginal Recruitment: The Aboriginal Policing Branch is mandated to coordinate aboriginal policing recruitment within the RCMP. The recruitment of aboriginal members within the RCMP continues to be a priority, which has prompted the introduction of a number of initiatives designed to increase aboriginal participation. Qualified aboriginal applicants may be enrolled as cadets who proceed directly to the RCMP training facility at Regina, Saskatchewan. During 1994/95, 39 aboriginal people were enrolled for direct entry to cadet training. As of April 1995, the representation of aboriginal regular members was 3.8 percent; the goal remains at five percent.

Aboriginal Cadet Development Program: Suitable aboriginal applicants who do not meet the entrance requirements of basic training may enter the Aboriginal Cadet Development Program (ACDP). In its present form, the ACDP was introduced in January 1995 through a funding partnership with Human Resources Development Canada. It is projected that 60 to 80 aboriginal people will take advantage of this program over the next two years. The first group of 24 cadets was enrolled in the spring of 1995 and a second group was enrolled in the fall of 1995.

The ACDP provides up to two years for candidates to address any shortcomings identified through the recruitment process and during a three-week assessment period at the RCMP training facility at Regina. Once candidates meet the requirements of their individualized upgrading program, they become eligible for Cadet Training.

The Aboriginal Cadet Development Program evolved from the former Aboriginal Constable Development Program that was terminated in September 1993 as a result of budget reductions. From 1990 until its termination, the former program was funded solely from the RCMP operating budget.

First Nations Policing: Services and funding will continue to be managed through the federal government's First Nations Policing Policy for on-reserve policing and Inuit communities. Bilateral framework agreements have been negotiated with the provinces of Saskatchewan, Prince Edward Island, British Columbia, Manitoba, Nova Scotia, and the Yukon Territory. Numerous proposals have been received by the Department of the Solicitor General from the provinces and territories for funding and services for this program. These proposals include tripartite arrangements for RCMP services; and requests for independent First Nations police services. In those areas where the chosen option is independent policing or a transition to it, the RCMP has undertaken to provide assistance and training for these officers on a cost-recovery basis.

Cultural Awareness: The RCMP continues to place emphasis on cultural awareness in the divisions. Meetings and cultural workshops involving RCMP members and aboriginal people routinely take place. Regional and detachment cross-cultural interaction remains an efficient method of addressing issues of concern to aboriginal communities and the police. In May 1995, in partnership with the Regina Police Service, Sasktel, Native Friendship Centres, private contributors and the public, the RCMP hosted a National Aboriginal Youth Conference. It took place at the RCMP training facility at Regina, Saskatchewan. More than 1,000 people, comprising delegates, chaperones, RCMP cadets and resource people, participated in the three-day event.

Canadian Human Rights Act: The implementation in 1994 of special program provisions under Section 16(1) of the *Canadian Human Rights Act* allows the RCMP to designate aboriginal positions within the organization. To address the special needs of the aboriginal population, 30 positions have been designated aboriginal specific.



Aboriginal Youth Training Program: The RCMP Aboriginal Youth Training Program was initiated in 1994. This was an extension of a pilot project undertaken in 1993 with the Federation of Saskatchewan Indian Nations. The pilot project culminated in five weeks of basic training for 25 aboriginal students at the RCMP training facility at Regina, Saskatchewan and 12 weeks ride-along at a detachment. The number of participants increased to 48 in 1994, with representation from all aboriginal groups. The 1995 program was cancelled due to renovations at the training facility. There were, however, very successful divisional summer student programs sponsored by various aboriginal organizations which employed 191 students. The proposed program for 1996 is to train 72 candidates recruited equally from all aboriginal groups. The administrative costs for this program will be absorbed by the RCMP.

RCMP/Community Suicide Prevention Program: This innovative program was developed to confront the problem of suicide which is impacting on aboriginal communities across Canada. It is the first national initiative of its kind. Funding was obtained from Treasury Board under the "National Strategy on Community Safety and Crime Prevention" government initiative. RCMP Headquarters Aboriginal Policing Services will receive \$250,000 annually for four years to facilitate workshops across Canada.

The objectives of the workshops are for participants to gain an understanding of their own attitudes toward suicide, how to recognize and assess the risk of suicide, effective intervention techniques, as well as to identify community resources for caregivers and community members.

With the knowledge that suicide is much higher among youth than adults, particularly among aboriginal youth, the RCMP sponsored workshops at the National Aboriginal Youth Conference at Regina, Saskatchewan in May 1995. The RCMP covered the costs associated with hosting 16 workshops on the topic of suicide prevention and intervention.

In the spring of 1995, the Royal Commission on Aboriginal People released its report entitled "Choosing Life" which discusses suicide among Canadian aboriginal people. The RCMP offered a response to some of the recommendations made by the Commission, which concludes that a comprehensive approach to suicide prevention in aboriginal communities must include plans and programs at three levels of intervention: building direct suicide crisis services; promoting broad preventive action through aboriginal community development; and focusing on long-term needs of aboriginal people for self-determination, self-sufficiency, healing, and reconciliation within Canada.

The RCMP also promotes community interest on suicide by devoting a segment of the sponsored workshop on community development strategies to address the problems related to suicide.

CONTRACT POLICING

The Contract Policing area is responsible for the development of national policies and procedures governing enforcement of the Criminal Code of Canada, as well as various provincial and territorial statutes governing traffic services.

Policies and procedures governing operational support services, such as tactical troops, emergency response teams and police dog service, are monitored on an ongoing basis to ensure the services provided are the most cost-effective and efficient. Search and rescue policies and procedures are continually monitored to ensure rapid response is provided in life-threatening situations. The development and deployment of search volunteers and various preventive programs are facilitated. Contract Policing is also responsible for the development and testing of specialized kit, clothing and equipment required by members involved in these activities.

Search and Rescue (SAR) Study: The RCMP is responsible for initiating, organizing and coordinating search and rescue operations on land and inland waters for lost or missing persons in contract provinces. At the discretion of commanding officers, the RCMP may provide assistance for SAR in provinces and areas where the RCMP does not have primary jurisdiction. Contract Policing is currently studying the delivery of SAR services by the RCMP. In view of the increasing demand for SAR services and the potential for civil liability, it is essential that the RCMP, as primary provider of SAR services, develop up-to-date training standards and policy. Improved search and rescue training is expected not only to save lives but also to increase the efficiency of the RCMP in the handling of SAR incidents. Proper training in the use of SAR techniques and procedures is expected to reduce the length of searches, thereby decreasing the associated costs. Volunteers are integral providers of RCMP SAR services and must also be trained in proven SAR procedures. The use of trained volunteers will also reduce the strain on the RCMP SAR budget. Current expenditures involving RCMP search and rescue initiatives are in excess of \$200,000. The RCMP participated in a total of 493 land SAR and 122 marine SAR incidents during 1994.

Court Overtime Costs Study: Overtime arising from court attendance continues to put a strain on police resources. Court attendance not only costs millions of dollars in overtime every year, but it affects the morale and overall efficiency of RCMP members who attend court during regular time off (RTO). Court scheduling frequently conflicts with members' RTO. Off-duty police witnesses often attend court only to find that they are not needed to testify, or that court is adjourned or postponed at the time of trial with no prior notification to witnesses. Consequently, the RCMP is determining how court overtime costs can be reduced. The review is ongoing and to date, has identified a number of initiatives, both internal and external to the RCMP, which are being implemented with positive results in various divisions. Initiatives involving the criminal justice system will significantly reduce court costs for the RCMP. The RCMP has raised this issue with the Canadian Association of Chiefs of Police (CACP) for their further consideration, action and involvement.



Performance Indicators

In 1994, RCMP members engaged in Community, Contract and Aboriginal Policing under the agreement for the provision of provincial, territorial and municipal police services, entered more than 2.5 million reported offences on the Operational Statistical Reporting (OSR) system. The number of offences has been decreasing steadily since 1991, and this trend is expected to continue into 1995. Much of the trend can be explained for by a decrease in reported traffic offences.

Of the total reported offences, approximately 29 percent (or 735,561) consist of Criminal Code offences. This includes 97,666 offences against the person (violent crimes), 363,299 property offences, and 274,596 "other" Criminal Code offences⁴ (see Figure 10). The overall decline in Criminal Code offences experienced since 1991 continued into 1994 and is projected to continue into 1995. The trend closely parallels that of national data, which is not entirely unexpected given the significant percentage of the national data that is generated by RCMP activity.

Criminal Code persons offences (or crimes of violence), which form a relatively small but very significant component of Criminal Code offences, increased from 1990 to 1993, but decreased slightly in 1994. This decline is expected to continue into 1995. A closer examination of some specific persons offences illustrates dimensions of this overall trend. The number of homicides reported to the RCMP declined significantly in 1994. There was a slight decline in the total number of reported assaults from 1993 to 1994; the first decline since 1988. Some of this is probably due to such factors as reporting policies and practices, and changing public and institutional attitudes. The number of reported sexual assaults declined again in 1994. A combination of factors, such as a greater willingness to report and pursue these offences by victims and improved police response to victims, likely contributed to these figures.

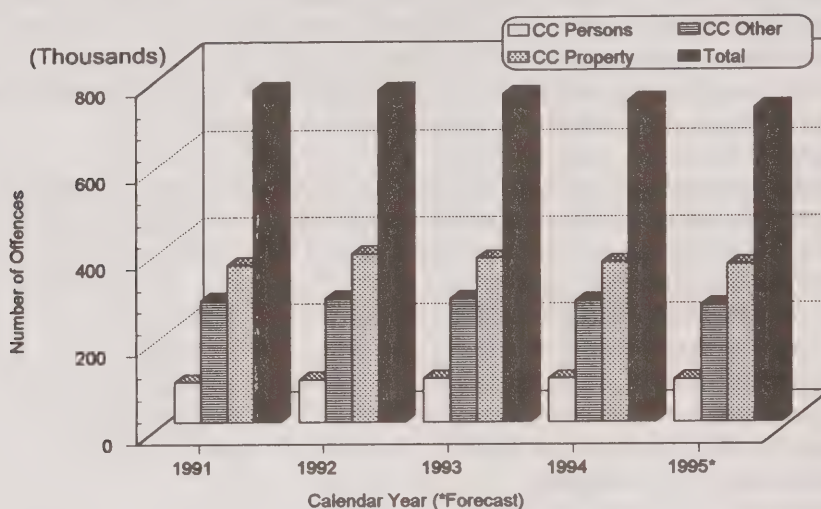
Property offences, which constitute approximately 50 percent of all Criminal Code offences, include the categories of break and enter, theft, frauds, and other offences. The number of these offences reported by provincial, territorial and municipal contract police officers has decreased steadily since 1991. As mentioned previously, legislative changes imposed by Bill C-42 in February 1995 raised the property value limits for theft, mischief, fraud and possession of stolen goods from \$1,000 to \$5,000. This had an impact on the total counts in these categories as the number of offences in the "over \$5,000" category decreased while the number of offences in the "under \$5,000" increased proportionately. Theft under \$5,000 consistently comprises approximately 50 percent of all property crimes reported.

Break and enters constitute the second largest type of property crime, accounting for 25 percent of total property offences. Residential break and enters constitute about half of all types of this offence. These have been declining steadily since 1993, largely due to educational programs and better protective measures. The marked expansion of the home security industry may have contributed to the reduction of break and enter offences in residences.

⁴ This category includes the remainder of the Criminal Code offences, such as arson, property damage, counterfeiting, breach of probation, harassment/stalking, etc.

The Criminal Code category of "other" includes a wide range of offences, such as various morals and offensive weapons offences, arson, counterfeiting, and escaping custody. Although an upward trend occurred in the number of these offences from 1991 to 1992, a slight downward trend has been experienced from 1993 onwards. Property damage (under \$1,000), which comprises over 40 percent of the total reported "other" Criminal Code offences, continued to decline in 1994. The number of arson reports continues to grow. Much of this increase is due to changes in legislation concerning the definition of arson.

Figure 10: Criminal Code Persons, Property and "Other" Offences



In addition to enforcing the Criminal Code, provincial statutes, territorial ordinances, and municipal by-laws, members of the RCMP also enforce a wide range of federal statutes. These are divided into two main categories: "general" federal statutes and drugs. The number of both "general" and drug-related offences for the past five years is shown in Figure 11.

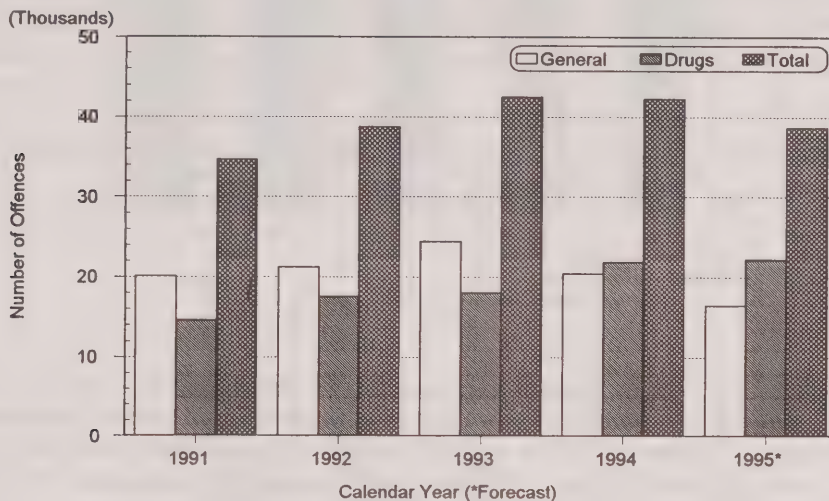
The "general" category includes a wide range of regulatory legislation such as the *Canada Shipping Act*, *National Parks Act/Regulations*, *Excise Act*, *National Parole Act*, etc. Although the number of federal statute incidents in the "general" category increased steadily from 1991 to 1993, these levelled off in 1994 and are expected to decrease slightly in 1995. Some federal categories which have fluctuated greatly include the *Canada Shipping Act*, the *Explosives Act*, and the *National Parole Act*. The RCMP also provides services to numerous First Nations communities across Canada. There was a marked increase in the enforcement of Band by-law liquor offences between 1988 and 1993. These offences decreased in 1994; another decrease is expected in 1995.

The drug category covers legislation dealing with narcotics, restricted drugs, and controlled drugs. In 1994, drug offences comprised over 50 percent of the total federal statutes enforced by members in contract policing. There was a moderate increase in drug-related offences in 1994, and this trend



is expected to continue into 1995. Reports of various narcotics offences continued to constitute the majority of drug offences in 1994 (over 93 percent). Unlike personnel working directly for the drug enforcement program, Community, Contract and Aboriginal Policing personnel target street level drugs. Consequently, the majority of their drug seizures involve marijuana and hashish. There has been, however, an increase in cocaine-related offences since 1988.

Figure 11: Federal Statute Enforcement



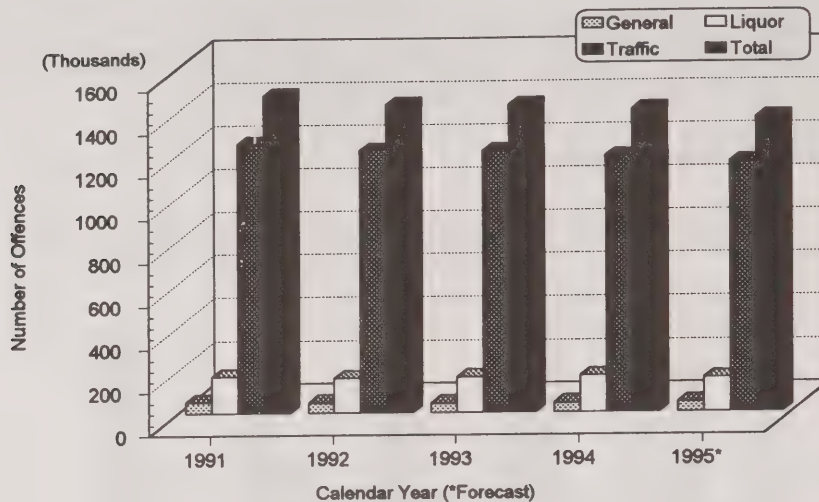
The enforcement of provincial statutes and territorial ordinances is a major responsibility of contract policing. Since 1988, these have comprised about 55 percent of the total reported workload reported by RCMP contract policing services. The provincial statutes and territorial ordinances category is divided into three main areas: "general", liquor, and traffic. The total number of these offences has been decreasing steadily since 1991. Figure 12 illustrates the provincial statute and territorial ordinances offences reported by Community, Contract and Aboriginal Policing members.

"General" provincial statute offences constitute a relatively small percentage of the total provincial statute category. These comprise diverse legislation such as the *Child Welfare Act*, *Litter Act*, *Tobacco Tax Act*, and *Coroner's Act*. The number of these offences has been decreasing steadily since 1991, although a slight increase is expected in 1995.

Provincial statute liquor offences consist of the *Intoxicated Persons Detention Act* and the *Liquor Act*. Although liquor offences declined in 1991 and 1992, they rose slightly in 1993 and 1994. A slight decrease is projected for 1995. Annual fluctuations of reported offences in this area reflect, to some degree, external influences and varying enforcement strategies.

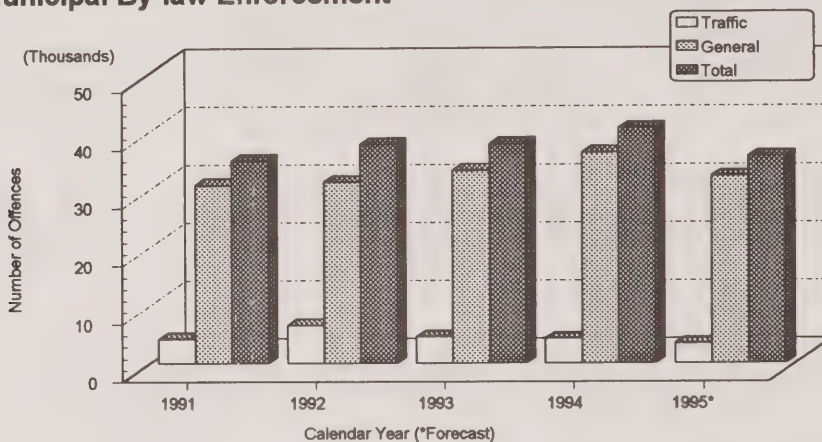
Reports of traffic offences comprise the overwhelming majority of provincial statute offences, accounting for approximately 85 percent of the provincial statute offences. These are particularly susceptible to discretionary and program-related enforcement, and have fluctuated slightly on a yearly basis. These are, however, consistently in the 1.2 million range. The slight downward trend experienced since 1991 is expected to continue into 1995.

Figure 12: Provincial Statute and Territorial Ordinance Enforcement



RCMP members enforce various municipal by-laws, which are reported under two categories: "general" and traffic. Most of this work is done by members employed under municipal contracts. Figure 13 depicts a steady increase from 1991 to 1994, with a slight decline expected in 1995. The implementation of community policing practices and the increased involvement of communities in establishing policing priorities may well have contributed to the upward trend experienced up to 1994, particularly in municipal detachments.

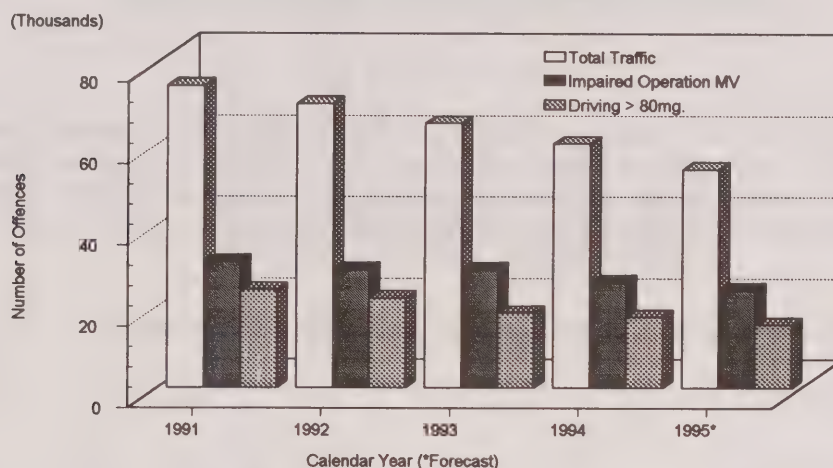
Figure 13: Municipal By-law Enforcement



The number of traffic-related offences (excluding the provincial statute and territorial ordinance and municipal by-law traffic violations mentioned above) reported by contract policing members is shown in Figure 14. The downward trend experienced since 1991 is expected to continue into 1995. This decrease may be due in part to the impact of enforcement and education programs, and the fact that there are now fewer resources available to enforce traffic regulations.

Two offences, impaired operation of a motor vehicle and driving with a blood alcohol level greater than 80 mg, have consistently comprised about 75 percent of the total Criminal Code traffic offences. The decline in these two categories experienced since 1991 is projected to continue into 1995 (see Figure 14). Many of these reported offences are the result of targeted enforcement strategies and practices, such as the check stop programs.

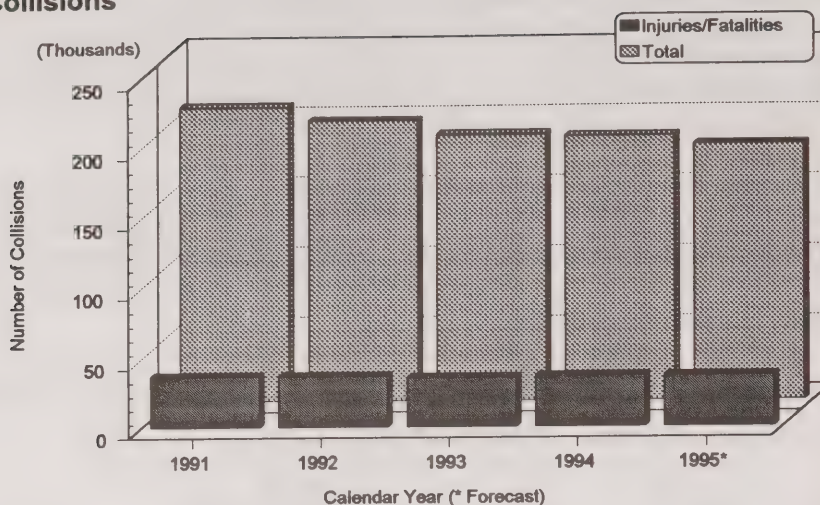
Figure 14: Traffic Enforcement, Including Motor Vehicle Alcohol Related Offences



Every year, RCMP members deal with a large number of traffic collisions, as shown in Figure 15. The decline experienced since 1991 may be due to a combination of education programs, safer driving habits, changes in reporting and recording practices, and lack of sufficient policing resources. This lack of resources has meant that police may not attend some minor collisions. A small decline is expected in 1995, although this trend appears to be levelling off. Nonetheless, the time spent investigating collisions in any given year is considerable.

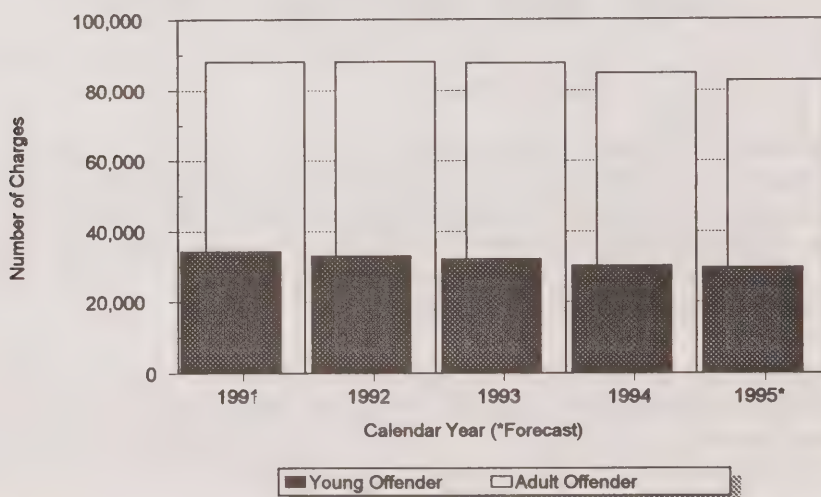
Serious collisions, reported as either fatal or non-fatal with injuries, constitute a significant part of an RCMP police officer's workload. Although the number of serious collisions has risen slightly, collisions involving fatalities have actually decreased. This is probably due to several factors such as the greater use of seat belts, air bags, safer vehicles, better road engineering and improved enforcement practices.

Figure 15: Collisions



Members of the RCMP, as part of their daily routine, must deal with both adult and young offenders. As shown in Figure 16, the overall number of Criminal Code charges laid by Community, Contract and Aboriginal policing members has shown a slow and steady decline since 1991. The percentage of total Criminal Code charges against young offenders has declined from 28 percent in 1991 to 26 percent in 1994.

Figure 16: Total Criminal Code Charges (Adults and Young Offenders)

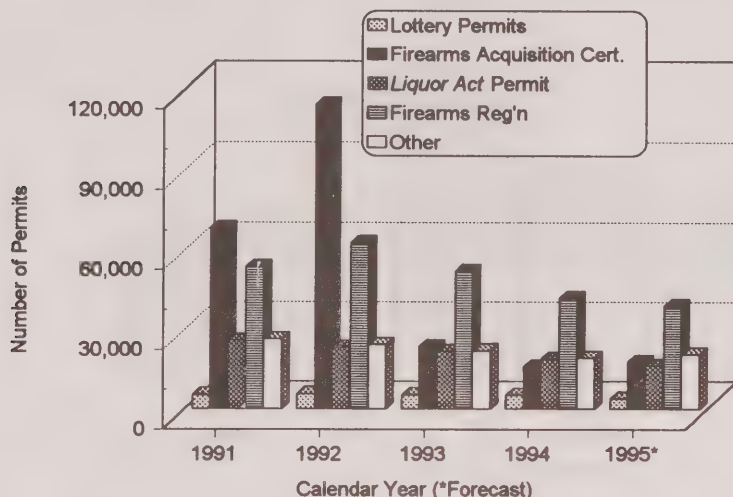


A number of significant challenges face RCMP members who are involved with cases of spousal abuse. The emotional context demands more sensitivity, negotiating skills, the ability to work under pressure and the ability to provide victims with a strong sense of personal security. For these and related reasons, these cases require a considerable amount of time on the part of officers. The number of cases involving spousal abuse rose between 1988 and 1994. While the majority involved male offenders, female offenders accounted for about 16 percent of spousal abuse cases.



RCMP detachments across the country are responsible for issuing a wide variety of permits. Figure 17 shows the trend in the total number of permits issued. Although the total number of permits issued increased from 1991 to 1992, there has been a steady decline from 1992 to 1995. Over 100,000 permits were issued in 1994. Both *Liquor Act* permits and lottery permits have decreased steadily since 1991, while both firearms registrations and firearms acquisition certificates, which together account for over 50 percent of all permits issued, have shown marked fluctuations due to political and legal reasons. The police time involved in issuing such permits can be considerable.

Figure 17: Permits Issued



Enforcement Services

The functions described below are currently delivered through components assigned to the following responsibility areas: Federal Services; Technical Operations; and Community, Contract and Aboriginal Policing.

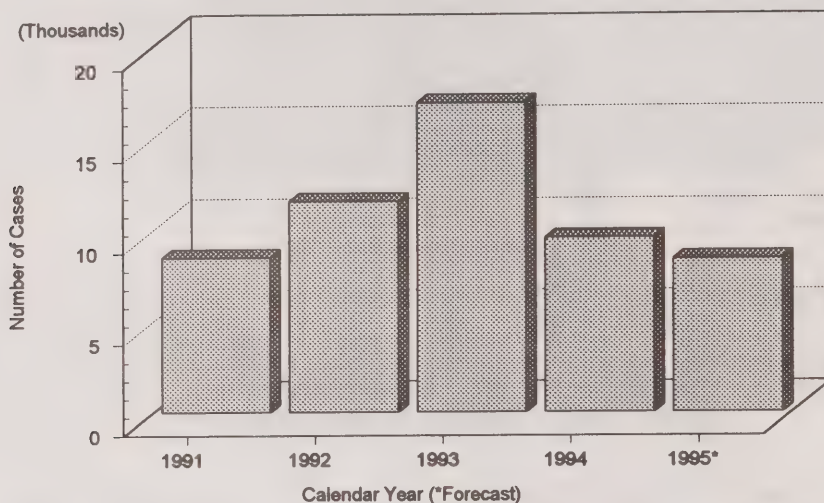
Customs and Excise

The mandate of the Customs and Excise program is to enforce laws within Canada and along the Canadian/United States border. These activities include: the international movement of dutiable, taxable, controlled or prohibited goods; the manufacture, distribution or possession of contraband products including tobacco and spirits; the illicit traffic of critical high technology and strategic goods; and the enforcement of acts or regulations that impose non-tariff (permit) controls on the international movement of commodities.

The number of reported offences under the Customs and Excise enforcement program increased from 1991 to 1993 and then decreased in 1994, as shown in Figure 18. This trend is expected to continue into 1995. During 1994, there were 9,552 offences, representing a decrease of 7,393 offences or 44 percent over 1993. This decline is mainly due to a drop in tobacco smuggling resulting from the reduction of tobacco taxes in February 1994. While the incidence of these

offences appears to be declining, the continuing occurrence of smuggling activities remains significant and therefore, investigations relating to the illegal importation, possession and distribution of tobacco products continue to be a major focus of enforcement activities. The RCMP is now targeting organized criminal groups and distributors rather than individual consumer level criminal activities, which can result in fewer offences being reported, but these offences being of greater significance and value.

Figure 18: Customs and Excise - Total Reported Cases



In addition to reported cases, the Customs and Excise program reported 3,648 assistance cases in 1994, a decrease of 31 percent from the previous year. It is estimated that the number of assistance cases will remain the same in 1995. These cases represent assistance to agencies outside the RCMP, such as federal and provincial government departments, other police services, United States Customs, Bureau of Alcohol, Firearms and Tobacco, and INTERPOL member agencies.

A total of 2,684 Customs and Excise seizures were made in 1994, representing a decrease of 65 percent from the previous year (see Figure 19). The number of seizures is expected to remain constant in 1995. Seizures made in 1994 represented a value for duty of over \$27 million.

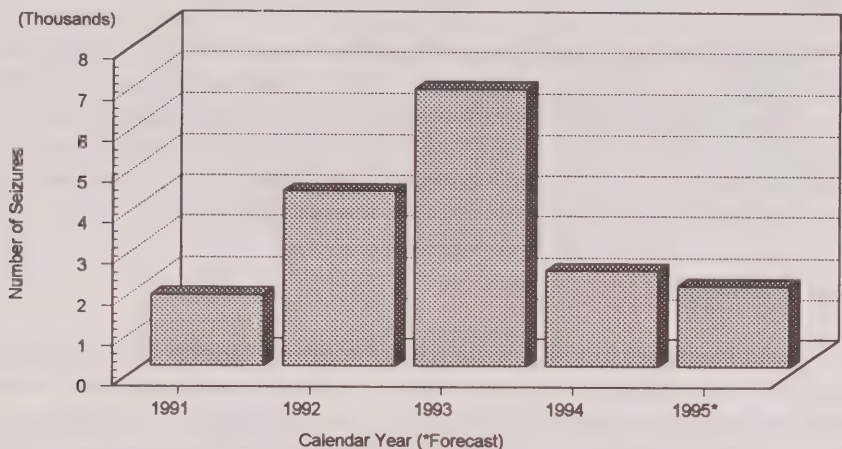
Since the reduction of federal taxes, and in some cases provincial taxes, the number of seizures of illegal tobacco products decreased significantly. In 1994, these decreased by 64 percent, to 1,907 seizures. Nonetheless, investigations related to the illegal importation, possession and distribution of tobacco products continue to be a major focus of enforcement activities.

The seizure of liquor products has increased moderately over the past year. There were 777 liquor seizures in 1994, an increase of 14 percent over 1993. This represents the seizure of 488,544 litres of liquor, a slight increase from the previous year. It is apparent that not only are the number of seizures increasing, but the volume of liquor seized is also increasing. The volume of liquor and the number of seizures made in 1995 is expected to remain relatively the same as in the previous year.



In contrast to 1994, when tobacco and liquor smuggling were priorities, efforts in 1995 were directed at other commodities such as jewellery and guns, which have translated into several million dollars worth of seizures. The RCMP is developing expertise in this field and it is anticipated that more important seizures will be made.

Figure 19: Customs and Excise - Number of Seizures



The scope of tobacco and liquor smuggling has also impacted on the way Customs and Excise violations are now being investigated. It has become clear that the majority of illegal tobacco and liquor products are being smuggled and distributed by increasingly sophisticated criminal organizations. This has resulted in investigations that absorb significant police resources. Prosecutions are now being pursued not only under the *Customs Act* and *Excise Act* but also under the Criminal Code. In addition, changes to the Criminal Code, *Customs Act* and *Excise Act* allow for the investigation of offences under the Proceeds of Crime legislation.

In response to the revenue losses of both the federal and provincial governments and other criminal issues related to the increases in tobacco and liquor smuggling, the RCMP obtained resources to fund 390 full-time positions in 1994. Of this total, 100 positions were dedicated to the investigation of Proceeds of Crime offences. It is expected that significant advances will be made in 1995 toward the seizure of assets that have been accumulated by those participating in the illegal tobacco and liquor trade. This increase in resources followed the creation of an additional 70 positions in 1993, 52 positions in 1992 and 33 positions in 1991. The funding for the anti-smuggling initiative will however expire at the end of fiscal year 1996/97.

The RCMP has also continued to work in concert with Canada Customs and other federal, provincial and foreign enforcement agencies to identify and prosecute those responsible for the smuggling and illegal distribution of tobacco and liquor products. This cooperation has allowed for more effective utilization of resources and sharing of criminal intelligence.

Other enforcement activities under the Customs and Excise enforcement area include: the investigation of the illegal diversion of high technology products; the illegal import or export of biological weapons agents; chemical weapons precursors, including any related manufacturing, storage or technology; the import or export of cultural properties or works of art; and the illegal trade of endangered species. As well, the Customs and Excise area is responsible for the enforcement of the *United Nations Act*, the *Special Economic Measures Act*, and the *Foreign Extra-territorial Measures Act*.

A major initiative within the Customs and Excise area has been the adoption of a management information system (MIS II) for the reporting of Customs and Excise activities. This new information system will reflect more accurately the total activities of the program, especially in the areas of Criminal Code investigations related to smuggling and Proceeds of Crime activities. The results of these types of investigations have not been previously collected or reported, although they now comprise a major component of the total Customs and Excise activities.

Immigration and Passport

The RCMP Immigration and Passport function is designed to assist federal government departments in the enforcement of the *Immigration Act*, the *Citizenship Act* and the investigation of violations of Canadian passport regulations under the Criminal Code. The national enforcement program is conducted by police officers in 25 Immigration and Passport sections with the Immigration and Federal Branch being the policy centre in Ottawa. The enforcement function is also supplemented by 34 Federal Enforcement sections and general detachment personnel where no dedicated Immigration and Passport sections exist.

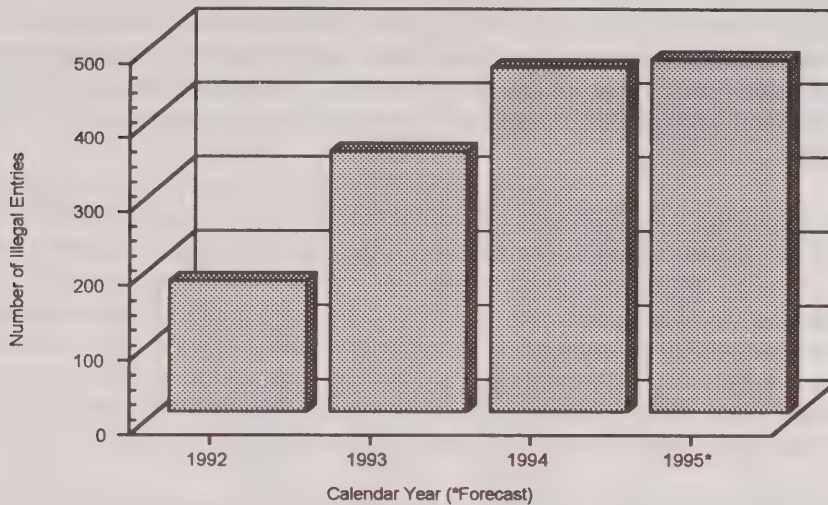
The RCMP Immigration and Passport function works with client government departments through memoranda of understanding with the Canadian Passport Office of the Department of Foreign Affairs and International Trade, and Citizenship and Immigration. The main objective of the function is to develop proactive initiatives to achieve a high level of service for client government departments and the general public.

The federal government continues to place emphasis on the enforcement of Immigration and Passport offences. The primary mandate focuses on the detection, investigation and prosecution of criminal organizations involved in the smuggling of illegal immigrants into Canada. Crises, such as wars, poor economic conditions and collapsing political and social systems, have led to an increase in the number of people attempting to migrate to more prosperous regions. Other smuggling groups such as drug traders have also become involved in immigrant trafficking. These syndicates are using a multitude of transportation routes through Europe and Pacific Rim countries to smuggle illegal immigrants into Canada.

In 1994, there were 464 investigations of organized illegal entry into Canada. This total, which includes both actual and assistance cases, represents a 33 percent increase over the number of occurrences investigated in 1993. This number is expected to stabilize in 1995. Figure 20 shows the number of organized illegal entries into Canada from 1992 to 1995. Information prior to 1992 is not available.



Figure 20: Organized Illegal Entries into Canada



In July 1994, the Minister of Citizenship and Immigration (C&I) announced the creation of an RCMP C&I task force. The primary mandate of this task force is the apprehension of any dangerous immigrant offenders. A review of C&I's case files projected that a total of 1,888 cases would meet the mandate of the task force. As a result of this review, the RCMP committed resources to assist C&I enforcement officers and local police authorities to locate and arrest persons who are deportable. These resources included 12 RCMP members in Toronto, four in Montreal and four in Vancouver. All RCMP resources were redeployed from within each affected division for the anticipated six-month duration of the task force. The task force's work in Vancouver and Montreal terminated in January 1995, but continued in Toronto where more than half the cases have originated. As of July 1995, C&I has referred a total of 621 cases to the task force for enforcement action. This resulted in the arrest and processing of 370 individuals (60 percent) of the total cases referred. Discussions continue between the RCMP and C&I to finalize a permanent working relationship on a national basis so as to facilitate the arrest of dangerous immigration offenders once the task force is dissolved.

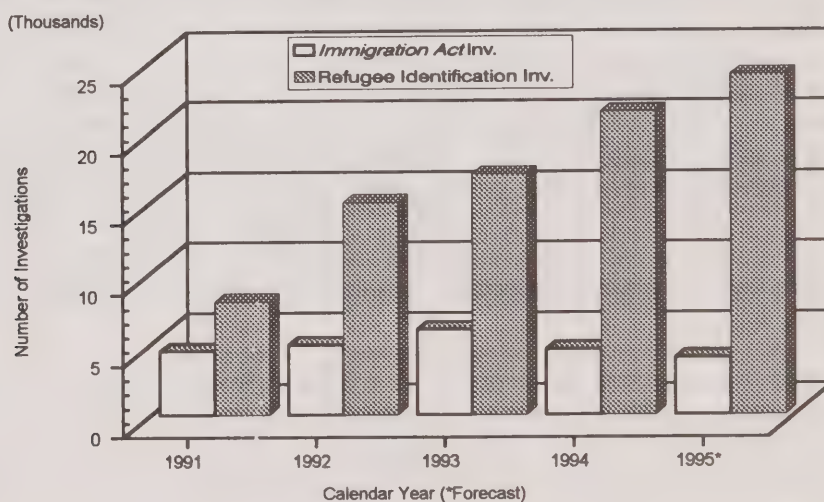
The Immigration and Passport function of the RCMP will continue to focus its efforts on anti-smuggling initiatives by identifying suspected alien smugglers, document vendors and counterfeiters. Criminal intelligence is stored on a computer data base while all narrative intelligence reports are added to the National Criminal Data Bank (NCDB). Approximately 13,000 smugglers and/or document vendors, and approximately 1,100 documents are currently stored on the systems. Analytical reports on alien smuggling organizations are prepared and disseminated to RCMP Immigration and Passport sections, foreign police departments and the client government departments of the RCMP.

The Immigration and Passport area will also maintain its involvement in the criminal screening process to assist Citizenship and Immigration. High priority is given to providing criminal intelligence information on subjects suspected of involvement in triads and Eastern European organized crime. Modern war crimes and crimes against humanity are now a major concern and criminal intelligence gathered world wide is stored on a new computer data bank. This information will be disseminated monthly to Citizenship and Immigration to assist them with the screening of individuals who are inadmissible to Canada.

The RCMP searches, classifies and maintains all Convention Refugee fingerprints on the Automated Fingerprint Identification System (AFIS) for existing criminal history and multiple identity claims. Also, upon request, foreign fingerprint exchanges are initiated through the INTERPOL network. Under Bill C-86, all Convention Refugees are required to be fingerprinted upon arrival into Canada by Canada Immigration centres for identification purposes. During 1994, the Refugee Identification Section received 21,444 sets of fingerprints for processing (see Figure 21). This represents an increase of 20 percent over 1993. Based on figures provided by Citizenship and Immigration Canada, at least 24,000 sets of fingerprints are expected for processing by the RCMP in 1995.

As a result of the anti-smuggling initiative, the number of *Immigration Act* investigations in 1994 decreased by 11 percent from the previous year (see Figure 21). This downward trend is expected to continue into 1995.

Figure 21: *Immigration Act* and Refugee Identification Investigations

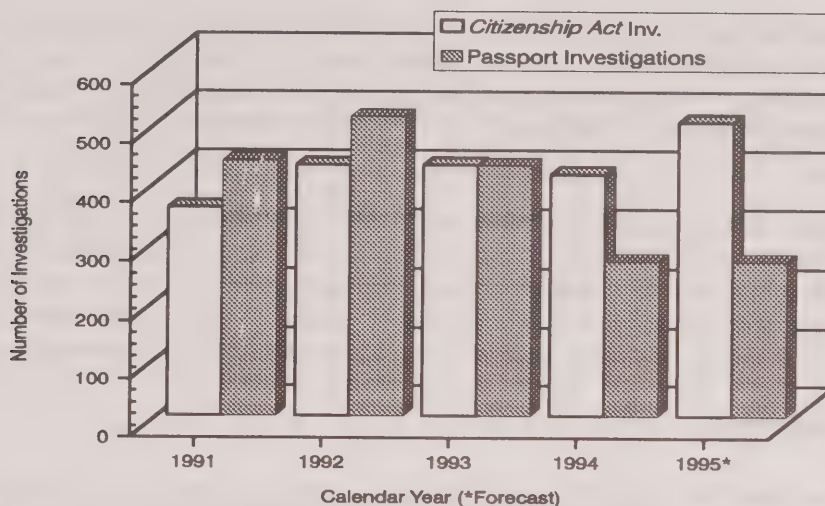


Citizenship Act investigations have decreased by less than four percent from the previous year, to a total of 411 occurrences in 1994 (see Figure 22). However, as a result of higher immigration levels, more immigrants are applying for Canadian citizenship. This is expected to result in a proportionate increase in enforcement in future years. An estimated 500 *Citizenship Act* cases are anticipated in 1995.



The number of Canadian passport investigations referred to the RCMP by Foreign Affairs and International Trade Canada, Passport Security Office, has decreased by 38 percent from the previous year. There were 264 passport investigations in 1994, with the same number anticipated for 1995 (see Figure 22). False travel document vendors and counterfeiters have developed a greater degree of sophistication and are employing new technologies, making these investigations more complex and requiring extensive resources to procure the necessary evidence for prosecution.

Figure 22: *Citizenship Act* and Passport Investigations



Federal Enforcement

The Federal Enforcement function is responsible for providing investigation of and assistance in the investigation of 187 federal statutes that are not assigned to other specific RCMP areas. In 1994, federal enforcement personnel investigated 64,206 reported incidents and provided assistance on another 877 incidents. These incidents involved the enforcement of a wide variety of federal statutes such as the *Canada Shipping Act*, the *Aeronautics Act*, the *National Parks Act/Regulations*, and the *Animal Disease and Protection Act*.

A proactive RCMP national enforcement strategy, in partnership with five major federal law enforcement areas, is being developed for each of the following federal policing areas: environmental crime; wildlife and endangered species; public safety; consumer protection; and financial loss to the federal government. The strategy is expected to be completed in the spring of 1996 and will involve approximately 20 major federal statutes, with the remaining 167 enforced on an individual basis.

Traffic Services

The Traffic Services function is responsible for the development of national policies for the delivery of the Traffic Services program of the RCMP. Emergency lighting equipment used in general duty police vehicles, along with various types of speed detection devices, are examined and evaluations are coordinated through Traffic Services. It is also the policy centre for the operational use and application of approved roadside screening devices and breath-testing instruments used by field personnel.

The "Operation Impact" initiative is a joint effort of the RCMP, the Ontario Provincial Police (OPP), the Sûreté du Québec (SQ) and the Canadian Association of Chiefs of Police (CACP) Traffic Committee, which promotes a Canada-wide one-day campaign on seat belts and child restraint use. "Operation Impact" represents the combined efforts of approximately 60,000 police officers across Canada.

In those areas where the RCMP is the police service of jurisdiction, efforts are ongoing to incorporate the community policing philosophy with the delivery of the Traffic Services program of education and enforcement, which itself is aimed at voluntary compliance with the law. In some areas, automated speed and intersection control devices are being used to enhance and complement the delivery of service in response to growing vehicle population and constrained policing resources.

Violent Crime Analysis

The Violent Crime Analysis unit provides expert opinions and investigative suggestions for certain violent crimes and manages the Violent Crime Linkage Analysis System (ViCLAS). Since January 1995, ViCLAS has been fully operational for the collection, collation, analysis and identification of serial violent crime in Canada. As of June 1995, the national ViCLAS data base had expanded to over 10,000 cases, with 56 confirmed and 70 potential linkages, representing 287 series cases and 769 individual files. The ViCLAS initiative is administered by the RCMP in contract provinces, by the Ontario Provincial Police (OPP) and Metropolitan Toronto Police in Ontario and by the Sûreté du Québec (SQ) and Montreal Urban Community Police (MUCP) in Quebec. The 11 ViCLAS sites across Canada are networked to a file server at RCMP headquarters to allow the weekly merging of new cases to form the national data bank. This allows individual sites, irrespective of jurisdiction, to conduct analyses of target cases on a regional, provincial, interprovincial or national basis.

Given the user friendliness of the ViCLAS program, its portability (may be loaded onto a laptop) and effectiveness, the system has been adopted by Australia, the Netherlands, Austria, and several American state police agencies, and is being considered for implementation in several other European countries. As ViCLAS is adopted by more foreign law enforcement agencies, the identification, tracking, and apprehension of violent serial offenders will become more effective and eliminate the benefits historically derived from committing multi-jurisdictional violent crime.



Another service provided to Canadian police agencies is the behavioural analysis of interpersonal violent crimes such as sexual homicide, serial murder, serial sexual assault, arson, and stalking. The behavioural analysis provides services such as psychological profiles of unknown offenders, investigative strategies, threat assessments, and related expert opinions. Involvement in any given case may last for weeks, months or years. As shown in Figure 23, the Violent Crime Analysis unit provided expert opinions and/or investigative suggestions on 22 new cases in 1995, in addition to involvement in 17 cases from previous years.

Figure 23: Violent Crime Analysis Section Investigations

	1992		1993		1994		1995*	
	# Cases	# Victims	# Cases	# Victims	# Cases	# Victims	# Cases	# Victims
Homicide	20	30	26	27	27	34	17	22
Sexual Assault	4	30	2	16	6	30	3	8
Stalking	**	**	3	3	7	8	1	1
Other	6	***	6	***	8	***	1	**

* Forecast

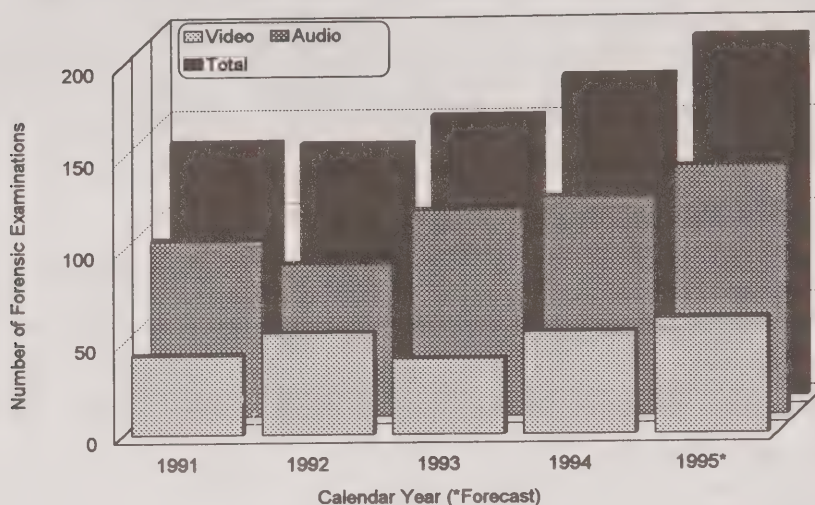
** Stalking cases were not analyzed by this section prior to 1993

*** Not applicable

Special Services

The Special Services function provides support to technical and physical surveillance and audio and video analysis. The Audio and Video Analysis Unit (AVAU) conducts forensic examinations on behalf of investigational units within the RCMP, other police services, provincial and federal government departments. Members of the AVAU have testified as expert witnesses at all levels of the provincial judicial systems an average of six times annually and in seven provinces. During 1994, AVAU conducted forensic examinations of 118 audio and 55 video recordings. The total number of audio and video recordings examined have been increasing steadily, as shown in Figure 24. This trend is expected to continue into 1995. Thirty percent of all requests for forensic examinations originated from other police and government departments.

Figure 24: Audio and Video Analysis Unit - Forensic Examinations



Drug Enforcement

The RCMP is responsible for investigating offences related to the importation, exportation, manufacturing, cultivation, trafficking, and possession of narcotics and other drugs. Since there are insufficient resources to meet all these responsibilities and obligations, the RCMP has set priorities in drug enforcement and has adopted a specific enforcement strategy to suppress the flow of illicit drugs into Canada and their subsequent distribution. This strategy is applied in the following order of priority:

- international and interprovincial investigations involving large quantities of drugs;
- international and interprovincial investigations involving smaller quantities of drugs;
- investigations concerning local, high-level organizations; and
- community-level drug enforcement is the direct responsibility of RCMP members working under provincial and municipal contracts, as well as members of other law enforcement agencies.

The federal drug sections are primarily occupied with major importing and trafficking cases while simultaneously investigating the related Proceeds of Crime and money laundering offences, with assistance where possible of the dedicated RCMP Proceeds of Crime sections. RCMP resources under municipal and provincial contract are involved in drug enforcement as part of their community policing initiatives. The RCMP also provides support to municipal and provincial agencies in terms of drug enforcement.



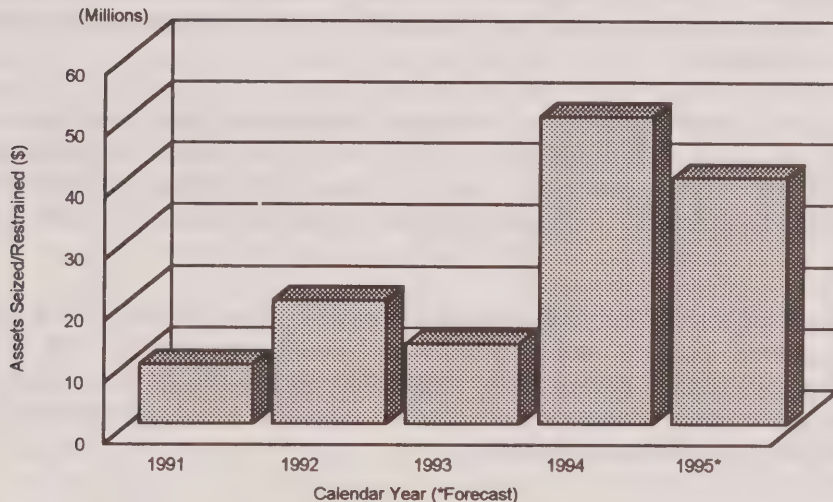
Proceeds of Crime

The RCMP has taken a lead role in the Proceeds of Crime area following the adoption of Bill C-61 in January 1989. Proceeds of Crime units continue to vigorously pursue criminal organizations by attacking their proceeds, both nationally and internationally. The main objective is to remove the incentive from committing crime through the seizing, freezing and eventual forfeiture of the proceeds of crime.

Currently, there are 18 Proceeds of Crime units scattered throughout Canada. Three integrated units are situated in Montreal, Toronto and Vancouver. These units are best described as being a linked system of enforcement-related resources, consisting of RCMP, Department of Justice, forensic accountants, provincial and municipal police agencies, and Revenue Canada (Customs) investigators.

The RCMP has had considerable success since the Proceeds of Crime legislation was first adopted in 1989. Since then, the RCMP has seized approximately \$158 million in assets. Approximately \$50 million was seized in 1994, with an almost equivalent amount expected to be seized in 1995 (see Figure 25). Organized crime groups commit criminal acts primarily for financial gain. One method to discourage these groups is to confiscate their accumulated assets. The existing Proceeds of Crime units in Montreal, Toronto and Vancouver have proven to be effective in investigating and charging organized crime groups. The Toronto unit recently charged and prosecuted several persons for money laundering and narcotic-related charges. Investigations are lengthy and complicated, resulting in millions of dollars in seized and restrained assets.

Figure 25: Proceeds of Crime - Assets Seized/Restrained



Canada's Drug Strategy

Phase II of Canada's Drug Strategy is in the later half of its five-year duration. Some of the positive results of the Strategy can be seen in the increased cooperation with other government agencies, especially the Department of National Defence and Revenue Canada (Customs). This cooperation has led to some of the largest drug seizures in Canadian history. It is anticipated that these efforts have either eliminated or severely curtailed the drug distribution ability of some major criminal organizations. The initial efforts of the Coastal Watch program have been expanded beyond providing platforms for surveillance and arrest during drug investigations to providing intelligence and other investigative assistance on a continual basis. Such use of existing resources demonstrates the commitment of the RCMP to supporting the intent of Canada's Drug Strategy and the results that can be achieved through these efforts.

Drug Awareness

The Drug Awareness initiative continues to strive for demand reduction at the national and community levels by sensitizing young people, parents, as well as private enterprise and social groups to the harmful effects of drugs on individuals. It is also designed to provide the youth of Canada with alternatives to drug use and to present them with role models with whom they can identify. This initiative is delivered through federal drug positions and resources under provincial and municipal contracts. In this way, the community policing approach is maintained through support of federal, municipal and provincial agencies.

In partnership with the Nechi Institute on Alcohol and Drug Education, the Drug Awareness initiative is developing the Aboriginal Shield program for use by police officers delivering drug presentations in aboriginal communities. This will address the issue of substance and drug abuse within an aboriginal context. Ten presentations using the Aboriginal Shield Program were given in 1994, and over 500 persons were trained.

In partnership with the British Columbia Sports Medicine Council, the Drug Awareness initiative has developed a publication and video aimed at sports and the use of anabolic steroids. An accompanying lesson plan, for delivery by police officers, along with an Investigators' Anabolic Steroid Reference Guide to address this growing problem, have also been developed and delivered to all divisions.

During 1994, members of the RCMP delivered almost 9,000 drug presentations to varied target groups, including students, parents, social groups and employees through the Police Assisting Community Education (PACE) initiative. Other initiatives include the training of drug awareness officers, the involvement of high profile personalities as role models, drug displays, public service announcements, videos and poster programs.



RCMP Intelligence and Liaison

This initiative continues to improve the coordination of law enforcement efforts through the improvement of intelligence gathering and analytical capabilities. These improvements include the establishment of computerized links and information sharing with local, national and international drug enforcement authorities.

Witness Protection Program

The Witness Protection program serves the witness protection needs of the RCMP and, on a partial cost recovery basis, the witness protection requirements of outside agencies formally requesting assistance. The program provides protective measures for informants, source agents and witnesses whose lives or safety have been threatened and placed in jeopardy as a result of their cooperation with the law enforcement community.

In March 1995, Bill C-78, the *Witness Protection Program Act*, was introduced in the House of Commons. The Federal Witness Protection program is to be administered by the RCMP and would offer high level protection to potential witnesses, agents and sources. The main elements of the *Witness Protection Program Act* were developed through consultation between several federal government departments, the RCMP, and other national and international police and law enforcement agencies. The Bill will lead to a more open, accountable and effective witness protection operation within the RCMP, and contribute to law enforcement efforts across Canada.

International Affairs

In March 1995, through the International Observer Attachment Program (IOAP), the RCMP provided two weeks' training in Vancouver, British Columbia to 24 foreign police officers. In September 1995, again through the IOAP, the RCMP provided two weeks' training in St. John's, Newfoundland to 19 foreign police officers. During the first week, the candidates attended lectures given by RCMP personnel concerning the many facets of drug investigations. The candidates were then seconded to various RCMP drug units for a week to gain practical experience in drug operations and to observe Canadian law enforcement and judicial systems. This exposure increases international cooperation as well as enhances the evidence-gathering capabilities of the participants, thereby benefitting the RCMP in mutual investigations. The cost of the Vancouver IOAP session was approximately \$102,000 and the St. John's session was approximately \$82,000.

In July 1995, the RCMP, in conjunction with the Inter-American Drug Abuse Control Commission (CICAD) of the Organization of American States, co-hosted the seventh annual two-week drug enforcement workshop for police officials representing countries throughout Latin America and the Caribbean. The purpose of the workshop was to provide the candidates with practical and systemic instruction and exposure to methods which will assist in their enforcement efforts and create an awareness of the Canadian judicial requirements concerning cases with international connections.

The workshop was also designed to foster cooperation amongst the participating national organizations in drug enforcement throughout the Inter-American region. Costs associated with the delivery of the CICAD workshop were approximately \$50,000. Two IOAP workshops are planned for 1996 and the eighth CICAD workshop is scheduled to take place in July 1996.

In January 1995, the RCMP provided a four-day workshop on the financial aspects of drug investigations to 25 Colombian candidates in Bogota, Colombia at a cost of \$20,000. In October 1995, the RCMP conducted a four-day workshop in Panama City on the financial aspects of drug investigations, which was attended by 46 candidates from Panama, two candidates from Cuba and two candidates from Costa Rica, at a cost of \$25,000. These workshops are aimed at proceeds of crime within drug investigations.

Coordinated Coastal Enforcement

This initiative involves the RCMP working in cooperation with the Department of National Defence (DND), the Canadian Coast Guard and the Department of Fisheries and Oceans. The agencies provide logistical support to the RCMP in offshore drug enforcement operations. This initiative has expanded to counter both maritime smuggling and penetrations of Canadian airspace by suspected drug smugglers. Assistance is provided by Transport Canada and the North American Aerospace Defence Command (NORAD) to counter the aerial importation of drugs by general aviation aircraft. In furtherance of the Coordinated Coastal Enforcement Program, the RCMP has placed a police officer within the Maritime Command Operations Centre of the DND to enhance its off-shore intelligence capability. The continued involvement of the RCMP in the various sub-committees of the Inter-Departmental Program Coordination Review Committee (IPRC) has led to a better coordination of federal maritime assets for drug enforcement. Since the commencement of this initiative in 1987, there has been a steady rise in all major drug seizures which is directly attributable to the combined efforts of the RCMP and DND.

Performance Indicators

The total value of drugs seized by the RCMP in 1994 decreased by approximately 22 percent over 1993 seizure values, as shown in Figure 26. Most of this decrease is accounted for by a reduction in the value of heroin and cocaine seized. While the amount of heroin seized and the value of its seizures decreased noticeably from the previous year, the actual amount of cocaine seized increased by almost 50 percent while the value of its associated seizures decreased by 25 percent.

The decrease in seizure values reflects the decrease in the street value of these drugs. Market influences such as greater availability and supply have contributed to the lower street values. Also, most of these drugs are now consumed at a greater purity level. Yearly fluctuations in the amount of drugs seized can be related to long-term major investigations which often result in seizures occurring in later years than that in which the investigation originated.



Figure 26: Comparison of Drugs Seized

Drugs Seized	1990	1991	1992	1993	1994
Heroin					
(gms)	55,489	99,256	113,966	128,279	81,193
(\$000)	\$ 128,472	\$ 297,407	\$ 263,192	\$ 261,181	\$ 94,626
Cocaine					
(gms)	254,106	920,017	4,517,292	4,949,207	7,271,589
(\$000)	\$ 77,402	\$ 395,661	\$ 1,717,519	\$ 1,726,169	\$ 1,300,426
Marihuana					
(kgms)	16,033	4,249	13,741	3,785	4,610
(\$000)	\$ 233,322	\$ 62,365	\$ 63,549	\$ 42,532	\$ 76,881
Hashish					
(kgms)	58,189	33,477	15,822	62,055	35,970
(\$000)	\$ 1,028,795	\$ 774,658	\$ 316,440	\$ 625,446	\$ 607,487
Liquid Hashish					
(kgms)	337	409	456	640	473
(\$000)	\$ 3,682	\$ 6,644	\$ 9,500	\$ 12,477	\$ 12,969
Other Drugs					
(\$000)	\$ 2,895	\$ 365,654	\$ 10,734	\$ 2,221	\$ 2,778
TOTAL (\$000)	\$ 1,474,568	\$ 1,902,389	\$ 2,380,934	\$ 2,670,028	\$ 2,095,168

Economic Crime

The objectives of the Economic Crime function include:

- contributing to public confidence in the government and the business community through timely and effective enforcement activity;
- providing investigative services to departments and agencies within the federal government; and
- removing the illicit gains of the criminal element.

The investigative responsibilities of the Economic Crime area have changed considerably during the past several years. Aside from the wide array of traditional white-collar crime investigations such as fraud, theft, criminal breach of trust, bankruptcy and insolvency offences, securities fraud, tax evasion, and corruption of public officials, this area is now spending significant time investigating technologically driven crime, most notably the counterfeiting of currency and credit cards, telecommunications fraud, and computer hacking.

The RCMP is establishing new partnerships with various administrative, regulative and enforcement-related securities agencies to develop a strategic working criteria for combatting the attempts of organized criminal infiltration into the Canadian securities and banking industry.

The globalization of corporate and securities-related offences has necessitated that the RCMP develop a close working relationship with the Department of Justice in the establishment of Mutual Legal Assistance Treaties (MLAT) in criminal matters. These treaties provide a standardization of procedures for the participants in the treaty process. Enforcement agencies involved in criminal securities cases of an international nature will have to initiate a formal request for RCMP assistance or utilize the procedures developed under the MLAT. There are currently 11 treaties in effect, six signed but awaiting ratification, and ten under negotiation.

The RCMP continues to be involved in the creation of Joint Force Operations (JFOs) with other enforcement agencies to combat the current influx of fraudulent activity in relation to telemarketing, advance fee, and pyramid and lottery schemes, many of which are of national and international scope.

The counterfeiting of credit cards continues to be a problem in some Canadian jurisdictions. The Canadian Bankers Association has confirmed that almost 29 percent of all credit card fraud in Canada is the result of counterfeiting. In 1994, the total Canadian losses resulting from credit card fraud surpassed \$73 million. In contrast, the total amount taken during robberies in Canada during the same period was \$3.6 million. The RCMP Central Bureau for Counterfeits has implemented a new laboratory system for the forensic examination of altered and counterfeit credit cards. The RCMP is participating in a series of ongoing INTERPOL meetings with the objective of developing a universal classification system for worldwide use and continuing to promote a national enforcement strategy aimed at reducing crime against credit cards. The RCMP is also pursuing amendments to the Criminal Code that would make it an offence to possess counterfeit credit cards.

In 1994, the value of Canadian counterfeit currency passed and seized in Canada was almost \$3 million, an increase from \$2.4 million in the previous year. In 1994, the value of American counterfeit currency passed and seized in Canada was \$3.3 million, a decrease from \$4.3 million in the previous year. Approximately 75 percent of all Canadian counterfeit currency that is passed and seized in Canada is produced on highly sophisticated colour copier equipment. The RCMP has worked with the manufacturers of colour copier equipment to develop anti-counterfeiting technologies and to promote a public education campaign intended to remind users that it is an offence to use this equipment to produce counterfeit currency.

Regarded as the "accidental superhighway", no other medium has attracted so much attention or controversy as the Internet. The RCMP investigates crimes on the Internet where the victim or the suspect is domiciled in Canada. The use of Internet to communicate pornography, harassment, and hate propaganda has presented new challenges to the criminal justice system. The RCMP is monitoring the Internet and is forwarding related criminal intelligence to appropriate law enforcement agencies. The Internet can be used to inform the public of different issues such as computer ethics, computer crime legislation, and crime prevention. Recommendations have been made by the RCMP



to the Department of Justice regarding the need to amend or create new legislation that would address technological crime issues such as unlawful possession of computer passwords and transnational jurisdictional concerns associated with computer crime. The RCMP has streamlined its reporting requirements as they relate to computer crime through the development of a pre-formatted screen available to all law enforcement agencies on the Canadian Police Information Centre (CPIC) system.

The RCMP has revised its in-service training programs related to computer crime and counterfeit enforcement, and has made considerable effort in providing training that is most appropriate to the needs of its members. The Canadian Police College has been recognized as a world leader in computer crime investigative techniques instruction.

As the cellular telecommunications industry grows in Canada, those persons who have taken illegal advantage of this technology have developed increasingly sophisticated criminal activities. Fraudulent activity may involve call sell operations, subscription fraud, and clone phones. This kind of activity is not only disruptive and symptomatic of other offences, but has also resulted in substantial loss of revenue and toll expenses to telecommunication carriers in Canada. The RCMP actively pursues related investigations aimed at curtailing this emerging problem.

The RCMP has developed a Technological Crime Bulletin that will be distributed to the Canadian police community and to those government and private sector agencies that share a legitimate interest in law enforcement. Distributed on a quarterly basis, this publication will include articles on cases of interest, investigational techniques, and statistical data concerning technological crime.

The RCMP continues to participate in regional, national and international meetings and conferences relating to technological crime. In 1995, the Economic Crime area was represented at the first International Conference on Computer Crime held at INTERPOL in Lyon, France.

Figure 27 displays the workload activity for the Economic Crime area. There were 3,854 investigational files opened in 1994, a decrease of less than one percent from the previous year. While the number of files represents those opened in 1994 only, the number of charges laid and the recoveries and revenues generated may result from files opened prior to 1994. The number of charges laid represents the total number of charges laid against both persons and companies. As multiple charges can be laid against one person or company, this number does not necessarily represent the actual number of persons or companies charged. In 1994, Economic Crime personnel had enough information to lay 3,263 charges, of which seven percent were against companies. This represents an increase of 29 percent over the previous year. As a result of these charges, a total of 4,150 months were ordered to be served, either in jail, on probation, or undertaking community service. The dollar value of the actual recovery reflects the amounts recovered by the government, creditors, trustees and victims as a direct result of the investigative work completed by Economic Crime personnel. Restitution refers to the amount of monies ordered by the court to a victim or other interested party while fines reflect the dollar value of the fines or donations levied as a direct result of a criminal prosecution.

Figure 27: Statistical Overview - Calendar Year 1994

PROGRAM (thousands of dollars)	Number of Investigative Files Opened	Number of Charges Laid	Recovery	Restitution	Fines
Federal ⁽¹⁾	532	1,948	2,801.4	119,760	175.1
Provincial ⁽²⁾	844	340	2,057.9	2,007	38.2
Bankruptcy	381	796	44,878.4	646	252.3
Tax	628	25	26,258.7	610	531.9
Securities	110	31	18.5	0	0
Counterfeit	562	91	227.4	3	6,578.4
Computer Crime	124	10	0	0	0
Non-Program	348	19	51.2	0	5
Not Categorized	325	3	9.5	0	0
TOTALS	3,854	3,263	76,303	123,026	7,575.9

⁽¹⁾ All occurrences where the client or victim is the Government of Canada, its agents and successors; or where a legislative mandate and/or a Memorandum of Understanding exists, as in the case of the *Bank Act*, *UIC Act*, etc. This includes any occurrences where the investigation is predominated by federal interest.

⁽²⁾ All Criminal Code and provincial statute investigations where the investigations are within a province.

Foreign Services

Foreign Services functions are currently delivered through the International Liaison and Protective Operations Directorate.

Foreign Services provides support and assistance to all Canadian law enforcement agencies which require criminal information or assistance from foreign governments to further Canadian investigations or legal proceedings. This includes a liaison function which provides a Canadian link with foreign enforcement agencies for the exchange of information relative to the interdiction of international criminal activity and the maintenance of law and order in Canada. The international police liaison program presently has 31 RCMP members posted at 22 Canadian missions in 19 foreign countries.



Interpol

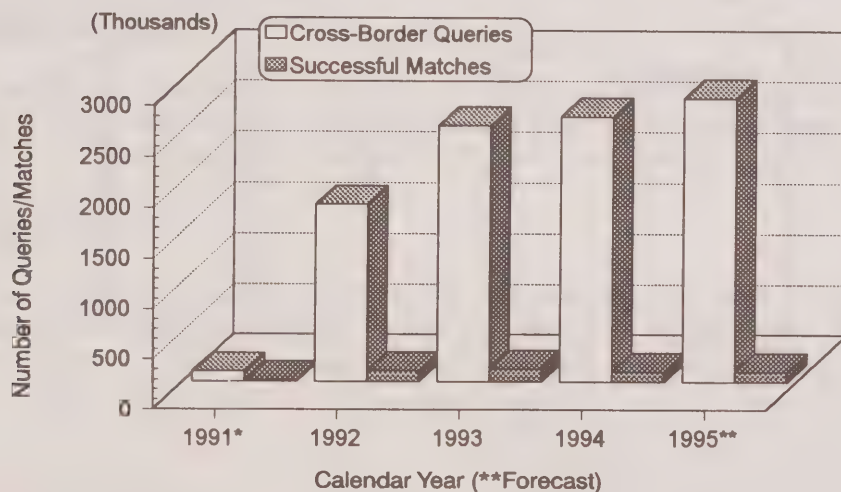
An integral component of the Foreign Services function is the Canadian National Central Bureau, which manages the activities of the Canadian law enforcement community within the International Criminal Police Organization (ICPO), more commonly known as INTERPOL. The Central Bureau in Ottawa ensures material and requests for investigational information are provided to the international community.

Cooperation with the United States is enhanced through the Automated Canada/USA Police Information Exchange System (ACUPIES). The Central Bureau is also linked through the Automated Search Facility (ASF) to the main database of the INTERPOL general secretariat in Lyon, France. Plans are still underway to permit access to all Canadian police agencies through the Canadian Police Information Centre (CPIC) system.

ACUPIES has proven invaluable to the North American police community. Figure 28 shows the number of cross-border queries and successful matches on ACUPIES. In excess of 2.8 million inter-country transactions are expected during 1995, representing a slight increase from the previous year. The increase in usage is expected to continue in future years as the police community becomes increasingly aware of the availability of this system. The average number of transactions on a monthly basis totals approximately 235,000.

A total of approximately 100,000 successful matches (or hits) on ACUPIES is expected in 1995, which represents a moderate increase from 1994. ACUPIES queries may relate to persons, stolen vehicles, registered owners and drivers' information. The Central Bureau in Ottawa has entered over 13,400 records on the CPIC system, which include missing and wanted persons and stolen property. These records originate from international member countries world-wide.

Figure 28: ACUPIES - Cross Border Queries and Successful Matches



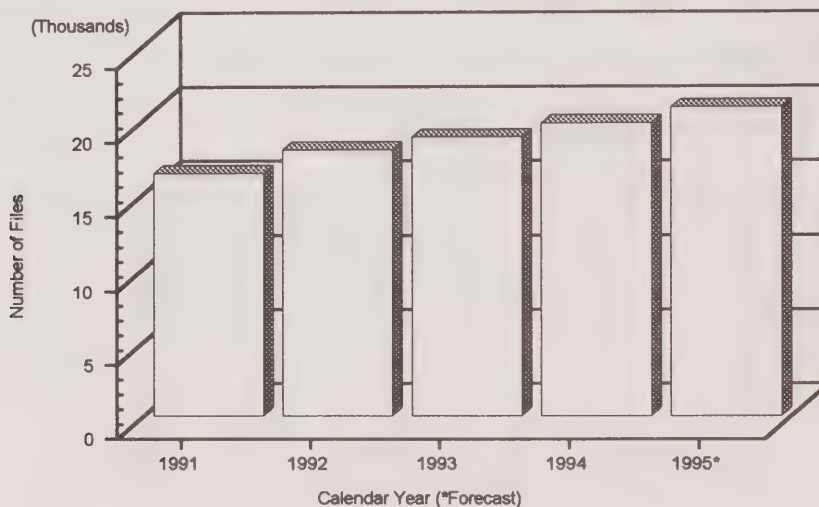
* Data on matches (or hits) was not collected prior to May 1991.

Cultural Property

The Cultural Property unit, a component of the INTERPOL Central Bureau, was established in 1980 to centralize information on art crime and to provide assistance to law enforcement organizations, the arts community and the public. Particular emphasis is given to the prevention and detection of crimes against movable cultural property. Assistance relating to a variety of investigations such as theft, forgery, fraud, copyright infringement, and trafficking in cultural property is provided to national and international law enforcement agencies. The RCMP is a proven leader in this area of expertise within the international law enforcement community. Canadian theft reports are edited on a regular basis for public distribution, to prevent the resale of stolen works of art and to assist in their recovery. The notices are complemented by an annual illustrated catalogue entitled: Theft of Cultural Property in Canada.

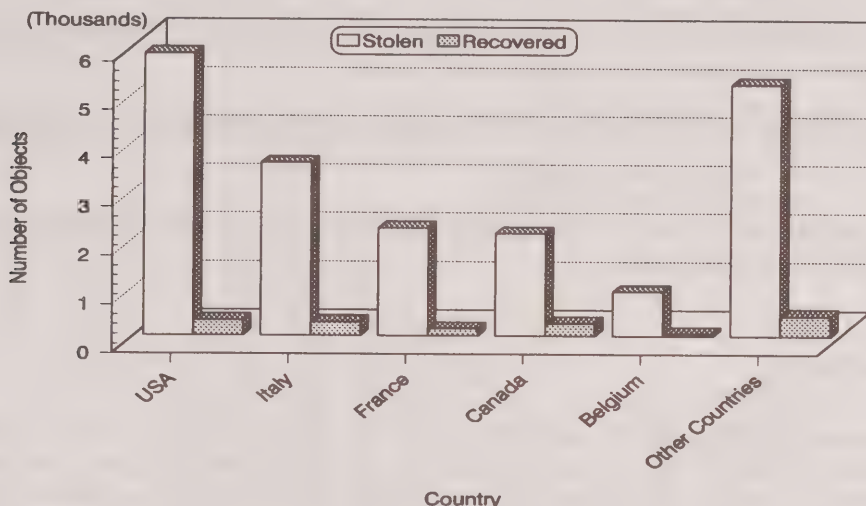
The Register of Stolen Art and Artefacts (ROSA) is a specialized database listing information on national and international art theft, as well as data on patterns of art crime. ROSA is an indispensable tool in art investigations. Upon registration of a theft, the Canadian police community is automatically linked on the CPIC system through the Central Bureau in Ottawa. All information stored on the ROSA database is available on request to national and international organizations, as well as to the public. ROSA has become one of the most comprehensive databases in its field, with over 20,000 records on file (see Figure 29) and an average yearly increase of approximately 1,250 records. Approximately 75 percent of the records on the database are supported by images. The total number of records on the database represents only 56 percent of all items stolen reported to the Cultural Property Unit; the items are entered on the database on a priority system.

Figure 29: ROSA - Stolen Art Files



Assistance provided by the Canadian National Central Bureau has resulted in recoveries of stolen art and seizures of forgeries amounting to an average of over \$500,000 annually. For example, a van Dyck painting recovered in Montreal last year was valued at \$100,000 to \$150,000. The Canadian rate of recovery is close to 12 percent, in contrast to the international average of eight percent. This does not include some forgeries seized recently which had a market price of \$3 million. Figure 30 shows the number of objects stolen and recovered in the five countries with the highest amount of volume. About ten percent of all reported thefts are attributable to Canadian sources.

Figure 30: Number of Objects Reported Stolen/Recovered by Selected Countries, 1966-1994



Criminal Intelligence

The Criminal Intelligence Directorate provides a national program for the management of criminal information and intelligence in order to enable the RCMP to detect and prevent crime having an organized, serious or national security dimension in Canada, or internationally as it affects Canada.

Criminal Organizations

This function formulates policy and facilitates enhanced enforcement initiatives through continued development and use of strategic intelligence. Organized crime is combatted through the task force approach. The RCMP participates in integrated intelligence units and Joint Forces Operations (JFOs) in most major cities across Canada. The role of the RCMP in these partnerships is the coordination of operational and administrative management of major investigations which are national or international in scope. The RCMP also solicits assistance from other agencies, such as Revenue Canada, the Department of National Defence, and Citizenship and Immigration, and maintains international liaison with foreign law enforcement agencies.

Security Offences

This function addresses the national security related enforcement responsibilities of the RCMP as mandated by the *Security Offences Act*. This component is also responsible for investigations having a national security dimension under the *Official Secrets Act* and federal legislation where applicable.

This responsibility entails the investigation of all criminal offences involving threats to the security of Canada, the maintenance of a threat assessment program in support of the protective policing responsibilities of the RCMP, and criminal records checks for prospective Order-in-Council appointments.

To enhance the national security enforcement program, Security Offences/National Security Investigation sections are pursuing the following initiatives:

- facilitating consultation and cooperation with partners at the federal, provincial and municipal levels; and
- profiling major extremists in Canada and aggressively targeting those individuals who pose the greatest threat to national security.

Criminal Analysis

This function produces strategic and tactical analysis of criminal intelligence at headquarters in Ottawa and in the divisions. The Criminal Analysis Unit provides analyses on areas of crime identified as priorities by the headquarters Criminal Intelligence Management Steering Committee. The major projects completed over the past year focused on outlaw motorcycle gangs and organized crime. During 1994, the Criminal Analysis Unit produced 21 strategic intelligence reports. In addition, the unit produced seven criminal intelligence briefs on pressing or emerging crime problems. There were also six reports on key crime issues prepared for the Intelligence Advisory Committee of the federal government.

As part of the ongoing development of the criminal analysis capability of the RCMP, the following program enhancements were achieved in the past year:

- ongoing development of a threat measurement system for organized and serious crimes; and
- ongoing development of an Intelligence Requirements Management System in cooperation with the Canadian Security Intelligence Service (CSIS).

National Operations Centre (NOC)

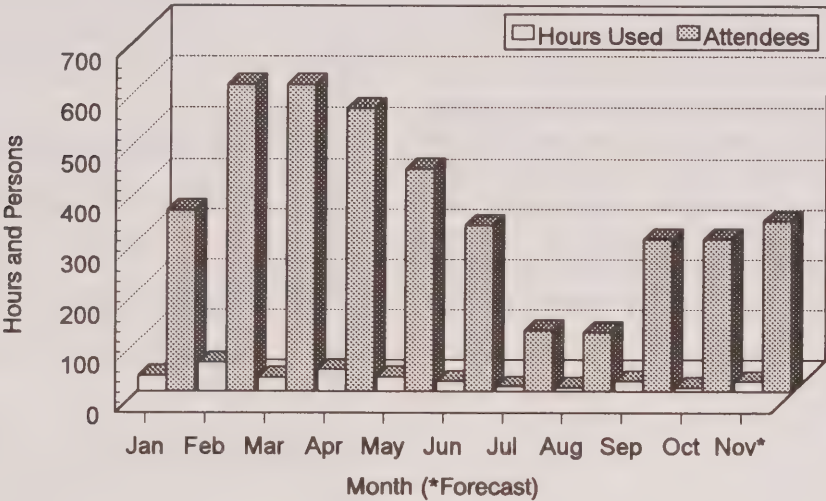
The National Operations Centre (NOC) is responsible for monitoring high profile investigations as well as national and international events affecting the RCMP. The NOC also provides RCMP divisions with a 24-hour/seven-day centralized reporting facility and ensures that the senior executives of the RCMP are kept abreast of significant events through daily briefings. In addition, the NOC provides a Crisis Management Centre for the coordination of a national response to



emergency situations requiring RCMP senior executive and federal government direction. The RCMP national video conferencing system is also housed within NOC operational facilities at RCMP Headquarters and is linked to all divisional headquarters. There are 16 sites across Canada. The installation of encryption equipment is in its final stages. The video conferencing system is proving to be an effective and efficient manner in which the RCMP does business by eliminating the cost and time associated with travel. Figure 31 shows the number of hours the video conferencing system was used and the number of persons attending these video conferences on a monthly basis. It is expected that more than 4,000 persons will use this system in 1995 for greater than 300 hours.

Time zone differences across Canada limit the number of hours the system can be used nationally on a daily level. Based on projected travel costs and the number of persons attending the video conferences, it is estimated that this system has saved the RCMP approximately \$3.5 million in travel costs alone.

Figure 31: National Operations Centre (NOC) - Video Conferencing System, 1995



System Services

The System Services function manages and supports two distinct and autonomous information/intelligence systems for the Criminal Intelligence program. The Secure Criminal Information System (SCIS) stores criminal intelligence information that has a national security dimension. The National Criminal Information System (NCIS) allows the storage and retrieval of criminal information at the national level and facilitates the sharing of this information across the RCMP.

Figure 32 shows the number of files opened by Criminal Intelligence Units. Systems Services performs a support function and as such does not generate files. The total number of files opened by Criminal Intelligence personnel is expected to decrease by approximately nine percent in 1995.

Figure 32: Files Opened by Criminal Intelligence Program Units

	1993	1994	1995*
Criminal Organizations Branch Criminal Intelligence Sections, Integrated Intelligence Units	2,121	2,758	2,725
Criminal Analysis Branch Division Criminal Analysis Sections	857	1,591	1,126
Security Offences Branch National Security Investigations Sections	2,684	1,913	1,834

* Forecast



B. Protective

PROTECTIVE	
EXECUTIVE	
\$53K	0 FTEs
PROTECTIVE SERVICES	
\$53,924K	648 FTEs
DEPARTMENTAL SECURITY	
\$1,472K	15 FTEs
TECHNICAL SECURITY SERVICES	
\$27,406K	252 FTEs
AIRPORT POLICING	
\$53,097K	627 FTEs
MAJOR EVENTS	
\$3,558K	7 FTEs
PRIME MINISTER'S PROTECTION DETAIL	

Objective

Protect persons, property and information to maintain peace, order and security.

Description

The Protective Activity encompasses the protective policing functions of the RCMP. These include providing security for certain government dignitaries; government property; Internationally Protected Persons and their residences; and major events. This Activity is responsible for coordinating VIP visits, conducting security inspections and surveys of physical installations and providing consultations for officials regarding security requirements. The program also ensures that the RCMP complies with the appropriate legislation and guidelines with respect to the collection, storage, use and disclosure of information relating to internal security and the reliability of personnel screening methods.

Resource Summaries

Total expenditures for the Protective Activity will account for approximately 7.2 percent of total expenditures for 1996/97 and 7.5 percent of full-time equivalents.

Figure 33: Activity Resource Summary

(thousands of dollars)						
	Estimates 1996/97		Forecast 1995/96		Actual 1994/95	
	\$	FTE	\$	FTE	\$	FTE
Executive	53	0	5,162	28	2,468	22
Protective Services	53,924	648	49,887	522	44,658	555
Departmental Security	1,472	15	1,606	19	2,931	19
Technical Security Services	27,406	252	28,340	261	26,624	285
Airport Policing	53,097	627	53,059	609	56,507	663
Major Events	3,558	7	4,425	6	6,851	11
Sub-total	139,510	1,549	142,479	1,445	140,039	1,555
Less Revenue	0		0		0	
Net Expenditures	139,510		142,479		140,039	
Human Resources (FTE)		1,549		1,445		1,555

Explanation of Change: The financial requirements for 1996/97 were decreased by \$3.0 million or 2.1 percent from the 1995/96 forecast expenditures. The major items contributing to the net decrease are:

	<u>\$Million</u>
- reallocation of resources under operating budgets	5.3
- new resources for government initiatives such as the Halifax Summit	(4.4)

NOTE:

- forecast expenditures such as suspended from duty, medical, maternity, paternity, adoption leave and work force adjustment charged to Executive.



Figure 34: 1994/95 Financial Performance

(thousands of dollars)						
	1994/95					
	Actual		Main Estimates		Change	
	\$	FTE	\$	FTE	\$	FTE
Executive	2,468	22	192	2	2,276	20
Protective Services	44,658	555	45,187	621	(529)	(66)
Departmental Security	2,931	19	8,452	85	(5,521)	(66)
Technical Security Services	26,624	285	20,829	256	5,795	29
Airport Policing	56,507	663	66,285	713	(9,778)	(50)
Major Events	6,851	11	550	7	6,301	4
Sub-total	140,039	1,555	141,495	1,684	(1,456)	(129)
Less Revenue	0		0		0	
Net Expenditures	140,039		141,495		(1,456)	
Human Resources (FTE)		1,555		1,684		(129)

Explanation of Change: The financial requirements for 1994/95 were decreased by \$1.5 million or 1.0 percent from the Main Estimates. The major items contributing to the decrease are:

	\$Million
- new resources for government initiatives such as the Commonwealth Games	4.6
- reallocation of resources under operating budgets	(6.1)

NOTE:

- actual expenditures such as suspended from duty, medical, maternity, paternity, adoption leave and work force adjustment charged to Executive.

Executive

The "Executive" Sub/Activity represents the allocation of resources directly linked to the senior management of the Activity. It should be noted that a Deputy Commissioner has been assigned responsibility for the management of this Activity in concert with the management of the Operations Activity. Specific costs and resources associated with the Protective Activity have been allocated to the "Executive" category of Operations.

Protective Services

The Protective Services function is responsible for the development, implementation and coordination of all policy relating to the personal protection of a variety of VIPs including: the Governor General, the Prime Minister, Cabinet Ministers, Members of Parliament, visiting Heads of State, and Justices of the Supreme Court of Canada and Federal Court. The Foreign Missions Unit is responsible for the security and protection of approximately 14,500 Internationally Protected Persons (IPPs) presently residing in Canada, of whom 91 are ambassadors.

Changing political climates and situations influence the level of security assigned to VIP visits and Canadian protectees. These levels determine the protective services the RCMP will provide. As a consequence of Canada's diverse ethnic population, certain international events may often produce reactions within this country. The level of any security afforded a protectee is consistent with the threat/risk assessment made at the time of the visit.

Statistics maintained by the RCMP indicate a continued decrease in the number of threats made against protectees. Figure 35 indicates that the number of demonstrations at foreign and Canadian properties increased noticeably in 1995, especially those at Parliament Hill. Travel reported to the VIP Policy Section by Canadian Protectees (including the Governor General), resident foreign diplomats, and IPPs visiting Canada as well as the number of trips or visits which required security is illustrated in Figure 36. Although reported travel and associated security provided by the RCMP increased slightly in 1995, the figures are still considerably lower than those prior to 1993. The data shown do not include travel within the National Capital Region or travel by the Prime Minister.



Figure 35: Demonstrations

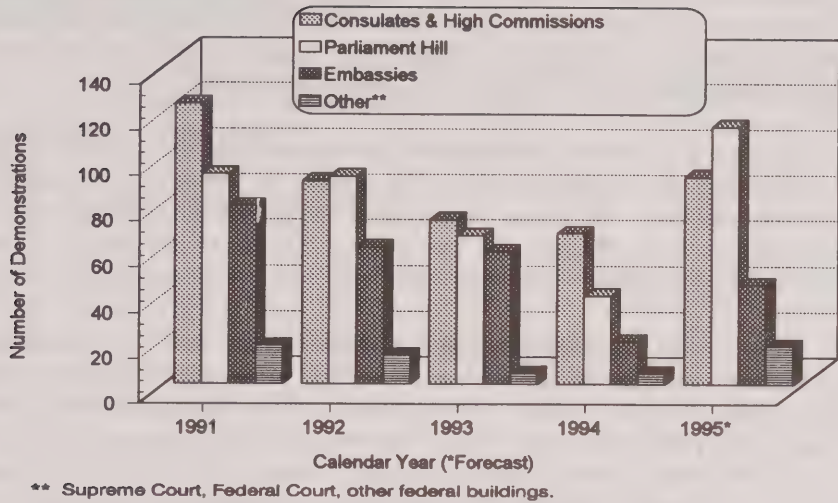
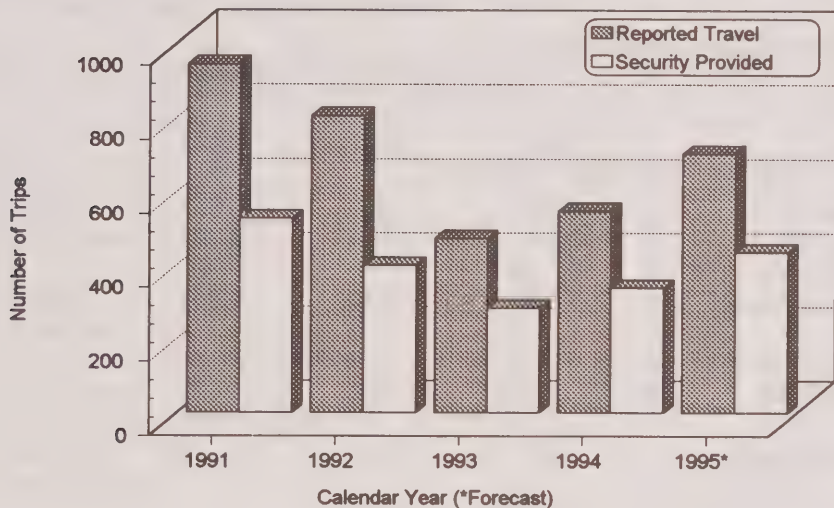


Figure 36: VIP Travel



Departmental Security

The Departmental Security function is responsible for developing, monitoring and coordinating the implementation of internal security policies relative to the security screening of RCMP employees, properties and information systems. This area is also designed to increase security awareness levels of all employees.

The second phase of the amalgamation of the alarm monitoring systems in the National Capital Region is expected to be completed in 1995/96. By incorporating access control systems in order to reduce the use of human resources in the protection of RCMP buildings and providing on-site monitoring of all alarm systems used by the RCMP, the new system has brought significant reductions in the use of personnel from the Corps of Commissionaires.

The RCMP has implemented a business resumption plan to ensure the continued availability of essential services, programs, and operations in the event of a disruption resulting from an unforeseen disaster or emergency. To assist field units, the RCMP is developing prototypes for computerized business-resumption plans, and threat and risk assessments. Expected to be completed in 1996, it is anticipated that these initiatives will result in cost savings.

Figure 37 shows the outputs for the Departmental Security function. The number of security clearances issued and updated is expected to increase in 1995, while the number of enquiries from other government departments has remained relatively stable over the last four years. Due to the reduced funding available for renovations and new construction, the number of physical security consultations conducted on RCMP buildings remains static. However, due to the increased use of information technology by the RCMP, the workload in the area of information technology security has shown a dramatic increase. As a result, resources have been shifted to this area from the physical security function. The workload and the complexity of the problems encountered in the information technology security area are expected to continue to increase in the future.

Figure 37: Departmental Security Outputs

	1991	1992	1993	1994	1995*
Security Clearances Issued	1,044	840	655	369	726
Security Clearances Updated	3,276	3,864	2,221	1,837	3,504
Personnel Security - Enquiries from other Government Departments	2,688	1,140	1,255	1,237	1,192
Physical Security Consultations RCMP Buildings / Facilities	203	205	125	112	138
Communication Security Services Provided	227	209	275	240	125
Electronic Data Processing - Enquiries Received	**	**	**	66	148
Electronic Data Processing - Enquiries Initiated	**	**	**	1	0

* Forecast

** Data for previous years not available.



Technical Security Services

The Technical Services function is concerned with technical specialized matters which support law enforcement investigations and the protective functions of the RCMP. The services are delivered through the following components:

Information Technology Security

This area provides security inspections of federal government computer centres and private sector facilities processing classified or other sensitive information under government contracts. Assistance is also provided to investigations involving computers. Figure 38 shows the nature and extent of the services provided by this function. There was a significant increase in the number of virus incidents reported in 1994/95. This is attributable to efforts made in the development of a process which facilitates the reporting of such incidents. As a result of this process, the numbers now reported are more reflective of the actual number of virus incidents which occur within government institutions. There was a noticeable increase in the number of participants attending information technology security workshops and demonstrations, and a moderate decrease in the number of hours spent on standards review. The role of this section will become more diversified as will the requests made by the user community. It is expected that the demands for the services provided by this section will continue to grow.

Figure 38: Information Technology Security Outputs

	1991/92	1992/93	1993/94	1994/95	1995/96*
Comprehensive Reviews	15	20	21	17	22
Consultations	62	80	192	186	190
Follow-up Reviews	16	24	15	12	14
Private Sector Reviews	27	34	49	27	40
Investigative Assistance (Number of Requests)	83	152	246	144	160
Computer Virus Incidents	288	465	85	545	700
Workshops/Presentations (No. of Participants)	1,029	1,700	1,220	1,711	1,500
EDP Security Bulletins	1	3	2	3	3
Standards Review (Hours)	**	**	3,074	2,602	1,500

* Projected output.

** Not applicable. New services initiated in 1993/94.

Explosives Disposal and Technology

This area includes the National Capital Region Operational Response Team, the Post-Blast National Response Team, the Special Support Section, the Radiography Policy Centre, and the Canadian Bomb Data Centre (CBDC). The CBDC functions as the lead agency for the Canadian police community through: the correlation and dissemination of information on criminal acts involving explosives; the operation of a centralized research and development program; and the development of policy and training standards for police explosives technicians. The CBDC operates internationally and cooperates with other federal departments through formal memoranda of understanding. The

Explosives Disposal and Technology area has initiated a program for underwater operations and highly specialized response procedures and equipment for incidents involving biological and chemical incidents. The latter is a joint effort in cooperation with the Department of National Defence (DND).

Outputs for the various activities related to this responsibility area are shown in Figure 39. The information-sharing program continues to contribute to increased reporting of explosives-related incidents. As a consequence of this program, more provincial and municipal police agencies are forwarding their reports to the RCMP. As well, technical assistance provided to other police agencies, both domestic and foreign, has increased by eight percent. There has also been a significant increase in the demand for courses/lectures given by this area, which is reflected by the increase in the number of courses given. The only area which experienced a noticeable reduction was the VIP security operations, due to a decrease in travel done by VIPs requiring the services of this area. The demand for services provided by the Explosives Disposal area is increasing as the unit's expertise becomes better known.

Figure 39: Explosives Disposal and Technology Outputs

	1990/91	1991/92	1992/93	1993/94	1994/95
Explosives Related Incidents	292	334	369	397	406
Technical Assistance	1,316	1,695	1,946	2,239	2,416
Technical Documents Produced	261	498	444	512	535
Research Projects Produced	16	19	24	14	12
VIP Security Operations	126	129	99	144	54
Major Post Blast Investigations	3	4	7	7	6
Courses/Lectures Given	57	93	84	93	153

Electronic Security

This area is responsible for all aspects of electronic security on behalf of the RCMP and the federal government, including developing policies, conducting inspections, and maintaining specialized police and electronic physical security equipment.

The installation of the Central Security Alarm System (CSAS) in "K" Division (Alberta) has been completed and all static guards have been removed from protected sites. This unit continues to play a major role in the RCMP/Transport Canada initiative to reduce security personnel at international airports through the enhancement of electronic security technology.

The first phase of the Amalgamated Monitoring System (ADAMS) and the upgrade of technology currently being used in "A" Division (National Capital Region) are almost completed. These initiatives will see a reduction in the number of static guards deployed throughout the division.



The Electronic Security area played a major support role in the installation and operation of rapid deployment security equipment at the 1995 Economic Summit in Halifax. The application of this equipment resulted in a significant drop in the number of static guards required, and consequently, an appreciable cost saving in terms of wages and accommodation.

Figure 40 shows the outputs for this area. There were 319 counter-technical intrusion inspections conducted in 1994/95. Although the actual number of these inspections decreased moderately from the previous year, the time expended to complete these inspections has not decreased relative to similar workloads in previous years. These inspections are conducted to protect private communications from unlawful interception. There was a noticeable increase in the number of Closed Circuit Television (CCTV) installations and consultations, intrusion detection installations, and consultations for utilization of security systems. Along with an increase in workload, the increase in these numbers also reflects a better methodology for capturing statistics for Electronic Security. The figures do not reflect the significant amount of hours expended by this section on major projects such as CSAS, ADAMS and the RCMP/Transport Canada initiative.

Figure 40: Electronic Security Outputs

	1990/91	1991/92	1992/93	1993/94	1994/95
Counter-Technical Intrusion Inspections	759	435	380	375	319
Investigation Assistance	169	75	83	92	168
CCTV Installations	6	21	14	7	64
CCTV Consultations	10	18	21	10	58
Intrusion Detection Installations for Protected Sites	28	209	76	24	126
Consultations for Utilization of Security Systems	505	66	40	12	209

Security Engineering

This area provides technical, mechanical, investigative and protective assistance to the RCMP, other accredited police agencies, and government departments. There is a continuing commitment to the inspection, maintenance, and modification of specialized security equipment in sensitive areas. This unit conducts research and development of technical aids to expedite both covert and skilled forced entry. Assistance is also given to investigations in hardware, lock and alarm circumvention, exhibit examination, and crime scene consultation.

The support function provided for the 1995 Halifax Economic Summit was a significant initiative in 1995/96. This involved considerable security upgrades to all Summit sites, the supply of armoured limousines, and the assignment of a quick reaction entry team to be on stand-by.

The outputs for this area are shown in Figure 41. An increase is shown in the hours spent on investigational assistance. These include on-site technical assistance to other police forces, and may consist of duties such as opening and closing safes and doors. The hours spent on protective security increased significantly, mainly due to support provided for the Halifax Economic Summit. This category encompasses the design, evaluation, and testing of such equipment as safes, vaults, key-operated locks, and destruction equipment (eg. shredders, burners, pulpers). In addition to

these duties, considerable hours were spent providing lecturers for federal government security courses, maintaining liaison and information exchanges with national and international counterparts, and updating background knowledge of current security products.

Figure 41: Security Engineering Outputs

	1990/91	1991/92	1992/93	1993/94	1994/95
Protective Security					
Taskings	5,398	5,105	5,273	4,468	5,187
Hours Expended	27,842	19,262	20,691	18,954	33,340
Investigational Assistance					
Taskings	799	835	776	873	873
Hours Expended	9,863	7,458	6,779	8,736	10,097

Security Systems

This area is responsible for reviewing and advising federal departments on physical security when requested, and developing emergency preparedness plans to meet RCMP requirements under the *Emergencies Act*. The services delivered under this program are detailed in Figure 42. Government requests for security consultations increased dramatically in 1994/95 to ensure conformity with the Government Security Policy. While the number of training sessions has decreased over this period, current demands for such training has increased as larger departments strive to become self-sufficient in the physical security field. The decrease in the number of teleconsultations is due to a change in the statistical gathering methodology rather than an actual decrease in the number of telephone conversations responded to by the RCMP. The vital points ledger function has been transferred to another area. Further budget reductions and downsizing in federal departments may result in a renewed emphasis on the Security Systems mandate to "review and advise" departments as their capabilities in this area are reduced.

Figure 42: Security Systems Outputs

	1990/91	1991/92	1992/93	1993/94	1994/95
Consultation Reports	514	532	320	344	773
Site/Design Security Briefs	7	4	3	7	34
Architectural Specifications	1	8	2	4	10
Performance Standards	1	3	2	0	6
Security Guides (books)	3	2	2	2	14
Training Sessions	92	70	26	35	10
Teleconsultations	867	1,074	1,349	1,720	867
Vital Points Ledger Reports	325	310	338	274	55



Airport Policing

The Airport Policing function provides police and security services at ten international airports through a Memorandum of Agreement with Transport Canada. The main focus of the program is to protect passengers, aircraft, and property from threats to civil aviation as well as providing security to persons and property from criminal activity. A 24-hour, on-site police service is available to respond to various occurrences within the airport environment and to provide operational support to specialized Drug, Customs, Immigration and Passport, VIP, and Intelligence units.

Airport Policing Initiatives

RCMP/Transport Canada Technology Study: Established in 1991, the RCMP/Transport Canada technology personnel working group will continue to assess existing equipment and the installation of new security technology at Canada's international airports. The assessments will enhance airport security, particularly in access-controlled zones. A security review of the Vancouver International Airport has begun and recommendations will include the level of security to be applied to reduce the Corps of Commissionaires personnel from static posts. The recommendations are expected to address the enhanced use of RCMP members at these airports.

Joint Transport Canada/RCMP Audit/Evaluation Study: A joint review of the Airport Policing program was conducted by RCMP and Transport Canada staff during 1992/93. Issues currently being examined include program mandate, objectives, assigned roles, and responsibilities, the effectiveness of program management and delivery systems, program training and the cost-effectiveness of resource allocations. In consultation with Transport Canada, the RCMP has withdrawn 35 police officers from Lester B. Pearson International Airport in Toronto. The study proposes the withdrawal of an additional 41 police officers employed at the remaining nine Canadian international airports. Implementation of the joint review is ongoing.

Cost Recovery: In July 1995, a steering committee comprised of senior management from the RCMP, Transport Canada, Solicitor General of Canada, and Treasury Board directed that a working group be established to develop terms of reference and a work plan for the recovery of RCMP and security service costs at the designated international airports.

Figure 43 shows the outputs for the Airport Policing function. The total number of police service dog (PSD) searches decreased in 1994 due to vacancies in the PSD units at Gander and Macdonald-Cartier International Airports. There was a moderate increase of explosive vapour detector searches in 1994. However, since the 1991 Gulf war, the number of reported bomb threats has decreased. A change in parking policies at some airports has caused a decrease in traffic incidents in 1994. Moderate increases in the number of flights and passengers have occurred since 1991.

Figure 43: Airport Policing Workload

Areas	1991	1992	1993*	1994	1995**
Searches					
- Police Service Dogs	1,218	1,123	1,224	974	1,200
- Explosive Vapour Detector	2,229	1,137	1,481	1,562	1,500
Bomb Threats					
- Aircraft	60	26	20	10	10
- Airport	41	24	15	5	10
Incidents					
- Federal Statutes	7,600	5,583	4,406	4,772	4,500
- Provincial Statutes	902	701	570	586	500
- Criminal Code	4,285	4,159	4,416	2,346	2,300
- Total Traffic	164,834	147,845	146,888	126,278	125,000

* Data prior to 1994 includes statistics from 18 designated airports while 1994 forecasts are based on ten international airports only.

** Forecast

In 1993, an agreement was reached with Transport Canada to provide RCMP statistics that could have an impact on threats to civil aviation (see Figure 44). The RCMP undertook an analysis of this information, and determined that there was no threat to civil aviation in 1994. Some of the variations in the numbers reported in Figure 44 are due to the implementation of more rigorous definitions of the categories used in the table. To date, the 1995 statistics continue to indicate that there are no incidents which would constitute a deliberate threat to civil aviation within Canada.

Persons in possession of "prohibited weapons" (mace, pepper spray, etc.) include both Americans and Canadians, unaware of Canadian law or the restrictions applying to pre-board screening. The "explosive substances" consisted mainly of loose rounds of ammunition or blasting caps in the possession of passengers and kept as souvenirs. Rifles and shotguns which were declared at the various airline check-in counters made up the "other weapons" category. American citizens constitute the majority of those in possession of "restricted weapons" (hand guns) as a consequence



of their lack of familiarity with Canadian laws. Lost passengers who were unable to find their departure gates or who wandered after clearing customs were the majority of the "breaches of security". "Trespassing incidents" involved persons climbing the perimeter fence. The 740 "suspicious packages" were subject to inspection by PSD and/or explosive vapour detection equipment and included unattended, suspicious packages, parcels, or briefcases inadvertently left behind by passengers.

Figure 44: Threat Analysis Statistics - Civil Aviation Security

Area	1993	1994	1995*
Prohibited Weapons	1,170	1,039	900
Restricted Weapons	13	17	12
Explosive Substances	68	66	40
Other Weapons	290	405	400
Bomb/Gun Remarks	105	104	110
Bomb Explosion	0	1	0
Hijacking	0	0	0
Sabotage	0	0	0
Hostage Taking	0	0	0
Breaches of Security	139	106	90
Breaches - Aircraft	0	5	4
Aircraft Security	0	33	40
Trespassing	23	48	40
Labour Dispute Screen Pt.	0	0	0
Suspicious Packages	541	740	900
Assaults	**	154	170
Property Damage	**	322	300
Theft	**	1,559	1,600
Causing a Disturbance	**	311	370

* Forecast

** Not available.

Major Events

The Major Events function ensures that security procedures at national and international events ensure the safety of all participants. Security advice and consultation are provided in the planning phase of major events. The function develops, implements, and maintains policies and procedures pertaining to security measures. Security coordinators are appointed to control and direct all security measures for major events.

During 1994/95, security consultations and/or coordination were provided in respect to a variety of events. This involvement included:

- the Francophone Summit in Cotonou, Benin;
- the Supreme Court Judges Conference in Ottawa;
- the 1996 Summer Olympics in Atlanta, Georgia;
- the Commonwealth Heads of Government Meeting in New Zealand;
- the G-7 Economic Summit in Halifax;
- the 1999 Pan Am Games in Winnipeg; and
- the United Nations World Food Organization Agricultural Ministers 50th Reunion in Quebec City.

Forecasted activities for 1996 include security coordination for such events as:

- the Summer Olympics in Atlanta, Georgia;
- the Paralympics in Atlanta, Georgia;
- the Asian Pacific Economic Cooperation Conference (APECC);
- the Royal visits of Her Majesty The Queen in Newfoundland, the Prince of Wales in Manitoba and Saskatchewan, and Princess Anne in Ontario;
- the continuance of consultations for the 1998 Winter Olympics in Nigano, Japan; and
- the 1999 Pan Am Games in Winnipeg.

The 1997 APECC scheduled in Canada will require significant coordination and the RCMP will participate in the inter-departmental task force which will coordinate the services of all participating government agencies. The RCMP will assure the security of all visiting Heads of Government and Internationally Protected Persons, advisory services, and accreditation screening.

Figure 45 shows the outputs for this program. The various activities have been grouped into five categories which are defined below. During 1993/94, a total of 46 activities were handled by the Major Events function. Of these, 54 percent consisted of conferences or meetings/expositions held in Canada and hosted by the federal government (Category "D" definition).

Category "A" Includes major summits, conferences, and meetings where the participants are heads of state/government.

Category "B" Includes international sporting events within or outside Canada which require the planning or coordinating security of athletes by the RCMP in either a direct or liaison capacity.

Category "C" Includes visits to Canada by Her Majesty The Queen, members of the Royal Family and/or a head of state/government which is categorized as a major event.



Category "D" Includes conferences, meetings/expositions held in Canada and hosted by the Federal Government.

Category "E" Includes Cabinet Priority and Planning Meetings, Full Cabinet Meetings, and First Ministers' Meetings.

Figure 45: Major Events Activities

Activity	1991/92	1992/93	1993/94	1994/95	1995/96*
Category "A"	3	1	6	2	5
Category "B"	6	4	4	10	5
Category "C"	4	4	6	4	4
Category "D"	26	37	34	25	30
Category "E"	11	9	10	5	6
Total	50	55	60	46	50

* Forecast

Prime Minister's Protection Detail

The Prime Minister's Protection function provides security for the Prime Minister and his family while travelling in Canada and assists local security personnel during foreign visits. All facets of security are provided in the National Capital Region. This area coordinates requirements for personnel, drivers, and site security as are necessary for travel within Canada and maintains liaison with foreign security officers in anticipation and in preparation for foreign visits.

The number of personnel utilized and the actual expenditures for the program are included in the figures provided on pages 80 and 81.

C. Law Enforcement Services

LAW ENFORCEMENT SERVICES		
EXECUTIVE		
\$216K		3 FTEs
INFORMATICS		
\$154,748K		1,626 FTEs
AIR SERVICES		
\$22,503K		124 FTEs
FORENSIC LABORATORY SERVICES		
\$41,239K		338 FTEs
IDENTIFICATION SERVICES		
\$55,108K		658 FTEs
CANADIAN POLICE COLLEGE		
\$8,799K		80 FTEs
CRIMINAL INTELLIGENCE SERVICE CANADA		
\$1,144K		15 FTEs
PROFESSIONAL STANDARDS		
\$1,371K		13 FTEs

Objective

Provide specialized services to the RCMP, all authorized law enforcement and penal agencies, government departments and criminal courts to support the maintenance of peace, order and security.

Description

The Law Enforcement Services Activity provides technical expertise and operational support to all accredited Canadian law enforcement agencies and specialized institutions within the criminal justice system. The services provided include the development and maintenance of a comprehensive program of information management (i.e. data and voice communications) which support the operational activities of the RCMP and the Canadian police community. Forensic laboratory and identification services are made available to Canadian police agencies, government agencies and the judiciary. Air services are operated throughout Canada to assist RCMP members on operational police duties.



Resource Summaries

Total expenditures for the Law Enforcement Services Activity will account for approximately 14.8 percent of the expenditures for 1996/97 and 13.8 percent of full-time equivalents.

Figure 46: Activity Resource Summary

(thousands of dollars)						
	Estimates 1996/97		Forecast 1995/96		Actual 1994/95	
	\$	FTE	\$	FTE	\$	FTE
Executive	216	3	4,625	4	1,116	9
Informatics	154,748	1,626	167,467	1,630	161,057	1,702
Air Services	22,503	124	28,880	129	25,354	113
Forensic Laboratory Services	41,239	338	32,204	327	37,068	327
Identification Services	55,108	658	54,048	692	52,425	718
Canadian Police College	8,799	80	9,075	81	8,995	81
Criminal Intelligence Service Canada	1,144	15	2,593	39	2,623	40
Professional Standards	1,371	13	1,082	9	1,201	10
Sub-total	285,128	2,857	299,974	2,911	289,839	3,000
Less Revenue	3,461		3,461		3,789	
Net Expenditures	281,667		296,513		286,050	
Human Resources (FTE)		2,857		2,911		3,000

Explanation of Change: The financial requirements for 1996/97 were decreased by \$14.8 million or 5.0 percent from the 1995/96 forecast expenditures. The major items contributing to the net decrease are:

\$Million

- reallocation of resources under operating budgets (7.1)

NOTE:

- forecast expenditures such as suspended from duty, medical, maternity, paternity, adoption leave and work force adjustment charged to Executive.

Figure 47: 1994/95 Financial Performance

(thousands of dollars)	1994/95					
	Actual		Main Estimates		Change	
	\$	FTE	\$	FTE	\$	FTE
Executive	1,116	9	233	3	883	6
Informatics	161,057	1,702	166,720	1,695	(5,663)	7
Air Services	25,354	113	21,403	118	3,951	(5)
Forensic Laboratory	37,068	327	43,040	331	(5,972)	(4)
Services						
Identification Services	52,425	718	60,635	685	(8,210)	33
Canadian Police College	8,995	81	9,940	83	(945)	(2)
Criminal Intelligence						
Service Canada	2,623	40	1,174	15	1,449	25
Professional Standards	1,201	10	1,448	15	(247)	(5)
Sub-total	289,839	3,000	304,593	2,945	(14,754)	55
Less Revenue	3,789		3,461		328	
Net Expenditures	286,050		301,132		(15,082)	
Human Resources (FTE)		3,000		2,945		55

Explanation of Change: The financial requirements for 1994/95 were reduced by \$15.1 million or 5.0 percent from the Main Estimates. The major items contributing to the net decrease are:

\$Million

- reallocation of resources under operating budgets (13.9)

NOTE:

- actual expenditures such as suspended from duty, medical, maternity, paternity, adoption leave and work force adjustment charged to Executive.



Executive

This Sub/Activity represents the allocation of resources directly linked to the senior management of the Activity.

Informatics

The Informatics function administers and maintains the information management systems and technologies for the RCMP. An important component of this function is the technical maintenance of the Canadian Police Information Centre (CPIC). The management and administration of the CPIC, which was previously the responsibility of Informatics Directorate, have now been transferred to Information and Identification Services Directorate.

The Canadian Police Information Centre (CPIC) provides an advanced, automated, national information system for the storage, retrieval, and communication of operational police information on behalf of more than 2,500 accredited Canadian and American law enforcement/justice agencies. It also provides direct access to INTERPOL and the United States through the Automated Canada/USA Police Information Exchange System (ACUPIES). Presently, there are 40 external agencies interfaced to the CPIC system. Services provided to the CPIC community by CPIC Services include training, auditing, offline searches, external interfaces, policy, and problem solving. As well, CPIC Advisory Committee and Co-ordinators Seminar meetings are co-ordinated by this area.

Annual operating costs and volume of transactions for the CPIC system are shown in Figure 48. The number of transactions is estimated at over 110 million annually, representing a decrease of less than one percent from the previous year. CPIC operating costs were approximately \$7.7 million for 1994/95. This cost figure is not comparable to figures quoted in previous years due to a number of factors including the use of different costing elements following the transfer of certain CPIC functions to the Information and Identification Services Directorate; and lower administrative and overhead costs associated with the new Directorate. Additionally, central processing unit (CPU) utilization costs have not been included in the new cost figure. It should be noted also that the new cost figure represents the cost of combined network lines for Informatics and CPIC.

Figure 48: CPIC Transactions and Costs

	1990/91	1991/92	1992/93	1993/94	1994/95
CPIC Transactions	98,029,354	101,276,511	*106,187,782	*111,114,895	*110,643,196
CPIC Costs (\$)	13,228,985	13,633,211	12,755,802	* 13,962,164	**7,680,834
Cost/Transactions (\$)	0.13	0.13	*0.12	*0.13	**0.07

* Based on estimates

** 1994/95 CPIC cost figures are not comparable to figures from previous years.

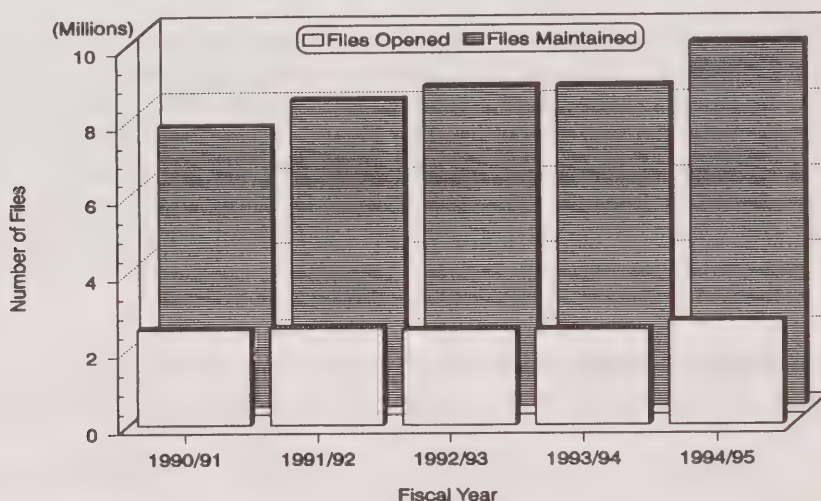
CPIC 2001 is a significant project aimed at modernizing and expanding the existing CPIC application and infrastructure. The law enforcement community, including the RCMP, will share and integrate technology, information management, finances and people/skill transfers to achieve savings in net cost. The immediate objectives include replicating existing police information on a more accessible and easy-to-use platform; expanding links to other police, justice, and enforcement information; investigating potential exchanges of applications and technology; and promoting consistent and compatible interfaces among user clients.

Applications Development

The **Police Information Retrieval System (PIRS)** is a computerized occurrence-reporting system available on a 24-hour basis throughout the RCMP. Service is also provided to 15 non-RCMP police agencies, the British Columbia Institute of Justice and three federal departments: Agriculture Canada, Ports Canada and Revenue Canada Customs. The federal departments are on a full cost-recovery basis while the police agencies are on a cost-sharing basis. In 1994/95, approximately 2,400 RCMP terminals and 177 non-RCMP terminals in Canada had PIRS access.

There were 2,707,477 files opened on PIRS in 1994/95, an 8.5 percent increase from the previous year. Non-RCMP agencies accounted for approximately ten percent of these files. There are currently 9,577,474 files on the PIRS data base, which represents an increase of 13.5 percent from 1993/94. The number of files destroyed in 1994/95 decreased to approximately 1,560,000. Figure 49 illustrates the number of operational files opened and maintained on PIRS.

Figure 49: Operational Files Opened and Maintained on PIRS



There has been a significant increase in the number of paperless files created on the PIRS system. All divisions have combined to raise the average paperless rate (ratio of paperless files to total number of files created) from 39.71 in 1992 to 46.36 percent in 1995. This increase reflects the direction towards a more automated environment in managing RCMP operational files.



Communications Engineering

Integrated Backbone Network (RIBboN): The RCMP has undertaken to modernize, throughout Canada, the CPIC network now known as the RCMP Integrated Backbone Network (RIBboN), at an estimated cost of \$19 million. Once completed, this network will provide users of the information highway with reciprocal access to data bases and will permit the direct exchange of information among various agencies. The network will also provide the foundation for the National Criminal Justice Systems, such as the Firearms Registration Initiative, as well as for a future Criminal Justice Network that could improve links between criminal courts, parole boards, penitentiaries and the police community.

Data Satellite Communications: Communications Engineering is currently evaluating the prospect of installing 20 more data satellite communication dishes (V-Sat) in the Northwest Territories. To date, the RCMP has installed 93 V-Sat sites.

Computerized Integrated Information Dispatch System (CIIDS): Work is proceeding on this initiative, which will provide a primary link between the public and the police and between police units in emergency and routine situations on a 24-hour, seven-day per week basis. By the end of 1995/96, 13 CIIDS sites will be realized.

Simplified Paperless Universal Reporting System (SPURS): This initiative continues to place emphasis on streamlining operational reporting by reducing paperwork and increasing "electronic reporting". The implementation of SPURS in New Brunswick has enhanced operational efficiency.

A Mobile Workstation pilot, established as a joint effort between the RCMP and Burnaby, British Columbia, will provide the mechanism to integrate SPURS with CIIDS, with the SPURS functionality available in the mobile environment.

Other projects that are forecasted for 1996/97 include replacing, upgrading and modernizing telecommunications equipment and systems throughout the RCMP.

Information Management

The Forms Management Section (FMS) is responsible for the development and control of the RCMP corporate forms program as well as the provision of direction and assistance to the divisional counterparts. FMS has produced 400 forms in electronic format within the past year, out of a total of 1,400 hard copy corporate forms. A Computer-Based Training program for completing forms was developed and distributed to the divisions in 1995.

FMS will also take a lead role in a "Digital Signature Working Group" to develop standards for digital identification. Policy concerns with respect to the electronic storage of data continues to be addressed through ongoing discussions with the Informatics policy centres. Resolution of these issues will allow FMS to take advantage of work flow opportunities and to better use the potential of electronic forms software.

The Directives Management Section is responsible for editing and writing policy and procedures, and for the initiatives to automate all manuals. To that end, 21 RCMP manuals were converted to WordPerfect format in 1994 from the less efficient "GOULD" document management system. Manuals will be electronically available to detachments as they acquire the necessary workstation configurations and line access facilities.

In 1994/95, 759 requests for services were received, which were composed of amendments and major rewrites. These figures are expected to increase in response to the current policy review initiative (see page 29). Several major manuals have been overhauled, reviewed and updated.

The downsizing of the number of pages in the directives manuals continues to be successful. On June 1, 1988, the inventory of RCMP directives RCMP-wide totalled approximately 28.2 million pages. As a result of an aggressive initiative to reduce the total number of pages, there are now less than 19 million remaining pages.

Informatics Field Support

In 1994/95, the Client Support Section received a total of 2,940 requests for services for frontline client support to INFOSYS, which is the inventory for computer equipment within the RCMP and outside agencies using RCMP equipment. This represents a reduction from last year, which can be attributed to the full implementation of PIRS in 1993/94. Extra effort was expended during the last few years to commit the necessary funds towards the purchase of computer equipment in order to finally bring the project to conclusion. The divisions are now buying their own equipment. The demands for services are expected to remain consistent in 1995/96 due to major initiatives such as coordination with Drug Enforcement branches to assist with the acquisition, installation and networking of all computer equipment within these areas.

The section was also involved in researching, organizing, preparing and concluding memoranda of understanding (MOU) for requests by government departments and non-RCMP agencies for access to PIRS. Twenty-seven MOUs were prepared by the section during 1994/95.

The three Regional Services Sections, which are composed of the Eastern, Central and Western Regions, have experienced an increase in the number of requests for services from 1993/94. The major initiatives of the sections have been directed towards conducting resource and time studies, Group Timing Techniques (GTT), relative to the Operations Communications Centres (OCC). These tasks have become more significant with the thrust towards amalgamation of the OCCs in the divisions. The sections have also been involved in providing assistance on 911 implementations. Additionally, efforts have been directed towards conducting several pre and post installation evaluations of the CIIDS and SPURS projects.

Another initiative presently underway in "K" Division (Alberta) encompasses a number of pre and post evaluations of CIIDS and SPURS along with GTT studies. The focus of the project is to evaluate the effectiveness and efficiency of these systems within the Informatics environment of "K" Division (Alberta).



The Model Field Office (MFO) has been active in conducting software evaluations of Major Case Management software in an effort to find a package suitable as a replacement for the existing Q&A Major Case Management System. As part of the initiative, the MFO has a program in place wherein operational and administrative personnel from divisions are brought in to test new applications destined for field implementation.

Technical Support

The primary role of the Technical Support Branch (TSB) is to provide support to the Informatics area in mainframe software, performance and capacity planning, Local Area Network and the Personal Computer (LAN/PC) environment, Information Technology (IT) strategic planning and the electrical and mechanical plant associated with the building and central computer facility. The secondary role of TSB is that of consulting with and advising the divisional Informatics units on the LAN/PC environment and IT strategy and architecture.

Major initiatives being addressed include the Strategic Action Plan (IT), which was developed as a result of a number of video-conference focus groups. The report, consisting of the vision, objectives and the initial draft of an associated activity plan, was presented and approved by Informatics and RCMP management. The development of the "as is" Corporate Technical Architecture addressed one of the urgent action items. Work is ongoing to define the process and scope for completing the strategy and architectural components, and linking them to the business strategy/plan of the RCMP.

RCMP Office Support System (ROSS)

The LAN/PC section continues to expend considerable effort on upgrading and enhancing this platform to reflect its role as a critical component in the RCMP communications and process re-engineering. The platform continues to evolve in anticipation of its expansion to all detachments over the next two years. Improved monitoring of the now critical e-mail component is currently underway.

Informatics Security

Informatics Security Branch (ISB) is actively involved in initiatives to provide direction and guidelines for Informatics Technology Security. The goals are to enable the migration to electronic records while maintaining the privacy, confidentiality, integrity, authenticity and availability of the electronic information. ISB is drafting a framework to use security mechanisms already developed in order to achieve a paperless environment.

ISB is testing commercial products, such as ENTRUST, within Informatics. This exercise is expected to identify policy and technical issues which must be resolved before the migration to electronic documents on the corporate network. These commercial products will form the basis for the automated corporate network security architecture of the RCMP.

Operations

The Computer Operations Services Section is actively involved in the development, implementation and testing of a disaster recovery plan for the Data Centre. During 1995/96, a new operational environment, Sensitive Information Processing System (SIPS), was created to support investigations requiring the protection of extremely sensitive information. Projects currently underway include the standardization of the Secure Criminal Intelligence System processor and related hardware.

The Central Help Desk continues to handle problems relating to EDP hardware, software and networks throughout the RCMP. The Central Help Desk handles "1-800" calls from all divisions during the quiet hours and has recently begun providing 7 day/24 hour service to "O" (Ontario), "E" (British Columbia) and "D" (Manitoba) Divisions. The Help Desk answers a monthly average of 3,000 calls.

The LAN Installation and Administration Section administers and manages the Informatics ROSS LAN. Current and future projects include the upgrading to NOVELL Network Version 4 and the development and implementation of a Disaster Recovery Plan.

Air Services

The RCMP operates a fleet of aircraft which over time has grown to include utility "bush" planes, helicopters, and long range pressurized aircraft. In 1994/95, the RCMP Air Services program operated a combined fleet of 28 fixed-wing and nine rotary-wing aircraft which were used in the support of operational police personnel in their law enforcement commitments throughout Canada. RCMP aircraft located at 22 strategic sites are used to transport investigative personnel, specialists, prisoners, and exhibits as well as to conduct aerial searches for lost/missing persons and wanted persons. Air Services are also used to transport police management personnel and equipment to otherwise inaccessible locations.

During 1994, the RCMP acquired two Cessna Grand Caravan aircraft currently based at the Ottawa Air Services hangar. These aircraft have been equipped with the latest technology in surveillance equipment for fulfilling their roles in enforcing Customs and Excise initiatives in relation to the tobacco and other contraband smuggling in Canada. These aircraft have also assisted in high profile operations such as the Commonwealth Games in Victoria, British Columbia, the visit of the President of the United States, and the G-7 Economic Summit in Halifax. A Cessna 206 Turbine Conversion, utilized for surveillance duties, continues to be assessed in order to determine its suitability as replacement for all future surveillance aircraft.

The RCMP Air Services operate as an Approved Maintenance Organization (AMO). A Maintenance Control Manual (MCM) has been developed and approved by Transport Canada and is now being expanded to include all 22 RCMP Air sections across Canada.



A number of initiatives have become necessary to ensure aircraft safety and compliance with Transport Canada regulations. These initiatives include:

- the implementation of a reliability reporting program for aircraft maintenance. Studies are underway to determine which Aircraft Maintenance Control System (AMCS) best suits the needs of the RCMP and Transport Canada standards; and

- the formation of the Maintenance Review Committee to meet the AMO operating requirement.

The Air Services Safety Committee, comprised of representatives from all divisions where RCMP aircraft are based, formulated safety-related recommendations regarding training, equipment, standard operating procedures, and aircraft maintenance. All recommendations were favourably accepted and any necessary action required has been taken.

In 1994/95, a new evaluation process was introduced for Air Services candidates who are being considered for helicopter pilot positions. This new methodology has proven successful and is intended to continue in future evaluations. The increasing use of RCMP helicopter for federal law enforcement has given rise to the need for two-engine helicopters with all-weather capability. This is viewed as a safety requirement for police helicopters when flying across large expanses of water and offshore. Proposals for future helicopters acquisitions will include this feature when appropriate.

Outputs for the Air Services of the RCMP are shown in Figure 50. During 1994/95, the RCMP aircraft flew a total of 25,157 flight hours covering approximately 4.2 million statute miles, representing a two percent increase in the statute miles flown during the previous year. The costs associated with flying continue to increase. These costs include maintenance, repairs, and related expenditures such as brokerage fees, duty, taxes, and shipping costs. Also, major modifications to two Grand Caravans contributed to the increase in costs in 1994/95. There was one accident reported by Air Services in 1994. Air Services personnel are constantly striving to operate all aircraft in an economical, effective, and efficient manner to minimize expenses and maximize client services.

Figure 50: Air Services Outputs

	1990/91	1991/92	1992/93	1993/94	1994/95
Fixed-Wing Aircraft					
Hours of Operation	19,341	19,411	20,946	20,039	19,807
Statute Miles	5,390,899	5,061,122	3,657,878	3,552,182	3,534,284
Cost/mile	\$1.73	\$1.84	\$2.85	\$3.14	\$3.68
Rotary-Wing Aircraft					
Hours of Operation	4,463	4,763	5,170	4,743	5,350
Statute Miles	763,850	878,944	599,239	539,132	636,753
Cost/mile	\$2.81	\$2.34	\$3.41	\$4.40	\$3.85

Forensic Laboratory Services

Forensic Laboratory Services provide scientific and technical assistance to the Canadian criminal justice system. The service is provided by approximately 340 scientific, technical and administrative personnel employed in the laboratories located at Halifax, Ottawa, Winnipeg, Regina, Edmonton and Vancouver.

Physical evidence acquired during the course of investigations is examined to provide investigators with information and to establish definitive links between victims, suspects, and crime scenes. Based on scientific examinations, expert opinions are provided to assist investigations and to provide evidence in courts of law.

Centralized scientific and technical support for operational activities is provided from the Central Forensic Laboratory (CFL) at Ottawa. A number of centralized operational functions are located in the CFL, including counterfeit currency and travel document examination, counterfeit and fraudulent credit card examination, and gunshot residue examination.

In support of a 1992 initiative to combat increasing criminal activities by international organized groups using counterfeit credit cards, Forensic Laboratory Services established a service to examine all counterfeit and fraudulently-altered credit cards. As well, the "Credit Card Bulletin" is issued on a monthly basis for all Canadian law enforcement personnel.

Biology sections in all RCMP laboratories provide a national service for DNA typing of human body materials such as blood and hair. The recently enacted warrant legislation which permits taking biological samples for DNA typing will increase the workload of the Biology sections. To accommodate this increase, a newer and faster technique for DNA typing has been adopted and is expected to be introduced at all laboratories in the near future. The cost implications of the warrant legislation, including start-up and operating costs over a five-year period, are expected to exceed \$12 million. The estimated costs for the first year are \$4.6 million.

Forensic Laboratory Services continue to provide expertise to international groups on DNA, textile fibres, and explosive detection technology. Furthermore, this area, in concert with the Canadian Police Research Centre, has developed a partnership between the RCMP, the Canadian Association of Chiefs of Police, and the National Research Council of Canada to provide research, development, evaluation, and commercialization of police equipment on a national level.

Figure 51 illustrates the high efficiency level at which Forensic Laboratory Services are able to respond to client demands. The figure depicts the response time (in days) required to handle a certain number of reports. During 1994, there was a total of 24,182 reports, representing an increase of eight percent from the previous year. Approximately 71 percent of the casework was processed within 30 days.



Figure 51: Forensic Laboratory Services - Response Time

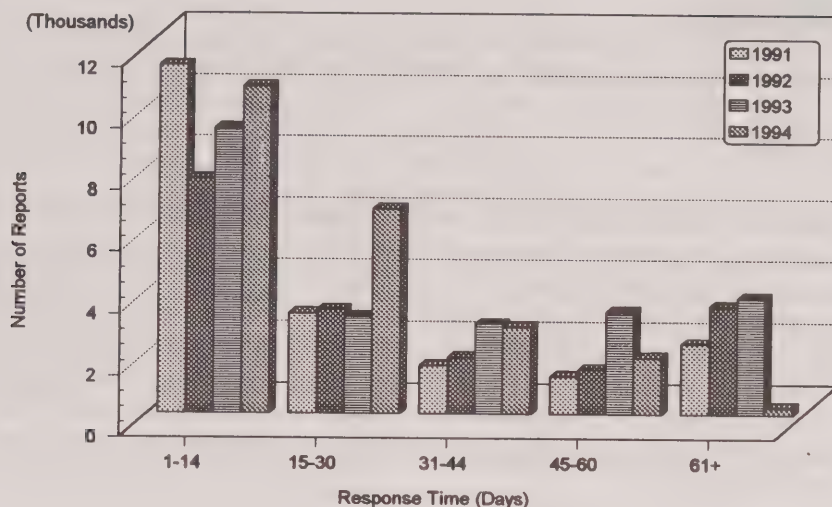
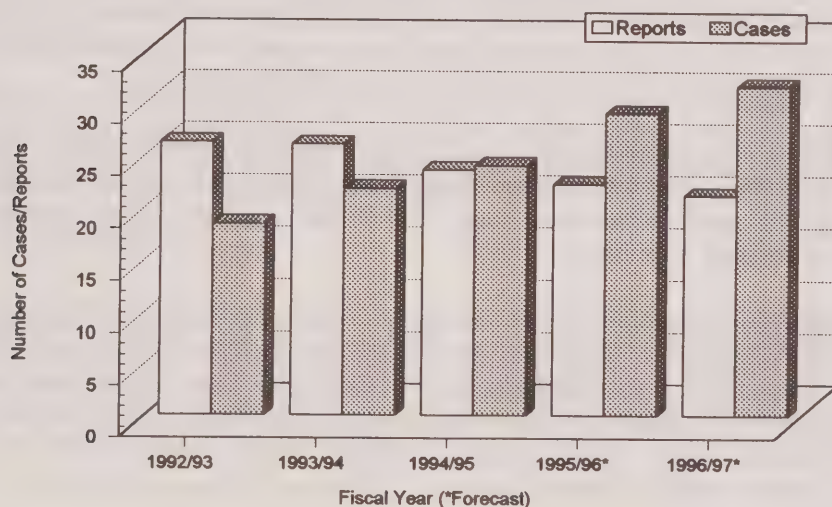


Figure 52 shows the casework demand and the number of reports issued. Although the casework demand decreased by eight percent in 1994/95, the number of reports issued in 1994/95 increased by almost eight percent from the previous year, primarily due to an increase in the amount of counterfeit currency received and examined. This number is expected to remain at the current level of approximately 21,000 reports issued annually.

Figure 52: Forensic Laboratory Services - Casework Demand and Reports Issued



Identification Services

The Identification Services function is carried out through the following components:

Information Services

The **Fingerprint Operation Unit** provides a national computerized repository of criminal fingerprint records for use by the police community, the courts and other authorized agencies. The base file exceeds 2.5 million sets of criminal fingerprints. A total of 604,557 sets of criminal and civil fingerprint forms were received and processed during 1994/1995, compared to 618,540 the previous year. Civil name checks for 1994/95 reached 256,432, representing a 17 percent decrease over the previous year. Additionally, a total of 50,621 latent scenes-of-crime fingerprint searches (actual number of fingerprints as opposed to number of files, which was used previously as their unit of count) were generated against the criminal fingerprint database, resulting in 1,613 identifications of persons with a criminal record file.

There are now eight remote Automated Fingerprint Identification System (AFIS) sites linked to the central AFIS site at RCMP headquarters in Ottawa. During 1994/95, these remote sites electronically submitted 36,645 latent scenes-of-crime fingerprints to the central AFIS site, resulting in 993 identifications of persons having a previous criminal record file. The combined total of crime scene searches produced 2,606 suspect identifications of active criminal cases of a serious nature in Canada.

The **Criminal History Unit** maintains a central repository of criminal history information on behalf of the RCMP and over 1,500 other accredited law enforcement agencies in Canada. Criminal history information is also provided to foreign law enforcement agencies under international protocols. The repository contains computerized microfilm and hard copy records on approximately 2.7 million individuals who have been charged with, or convicted of indictable offences.

Criminal History Files Automation: This initiative entails fully automating all criminal history files by April 1998. The proposed \$13 million initial development cost will be recovered through planned savings in material and human resources. The RCMP is anticipating that there will be an approximate annual savings of \$2 million.

Identification 2000: The mandate of this initiative is to develop, test, and recommend the full implementation of technology to facilitate the direct entry of criminal history information by the Canadian police community to a central repository in Ottawa. This system will eventually be integrated with the Automated Fingerprint Identification System (AFIS), and the RCMP anticipates that the complete implementation of this initiative will yield cost savings, improve accuracy of records, and provide a more efficient service to the Canadian criminal justice system.



Forensic Identification Services

The **Forensic Photography and Electronic Imaging Services** Unit provides:

- photographic processing and printing in colour and black and white;
- electronic imaging services and video grabs from surveillance videos; and
- specialized/investigative imaging assistance and assignment photography, including aerial surveillance photography in both 70mm and nine-by-nine inch formats.

During 1994/95, services provided included the production of over 2.4 million colour photographic prints and 102,600 rolls of film and support to more than 60 operational cases requiring video grabs or enhancement of photographs. The aerial photographic team recorded over 2,000 km of ground detail on high resolution nine inch photographic film in aid of various criminal investigations throughout Canada.

The **Forensic Identification Research and Review** Unit maintains a repository of forensic identification information and conducts research relative to forensic identification techniques and equipment. The unit also acts as a policy centre and provides a quality review function of the forensic identification program within field divisions. Forensic identification specialists conduct scenes of crime examinations and compare fingerprints and physical evidence to identify criminals. During 1994/95, these specialists responded to 39,751 requests for crime scene examination and identified 4,427 criminals.

The **Regional Forensic Identification Support** Units located at Halifax, Regina, Edmonton and Vancouver concentrate on serious and serial crimes, including blood stain pattern analysis and forensic osteology. The objective of this service continues to be one of supplementing existing identification techniques and procedures with highly sophisticated and complex scenes of crime examinations.

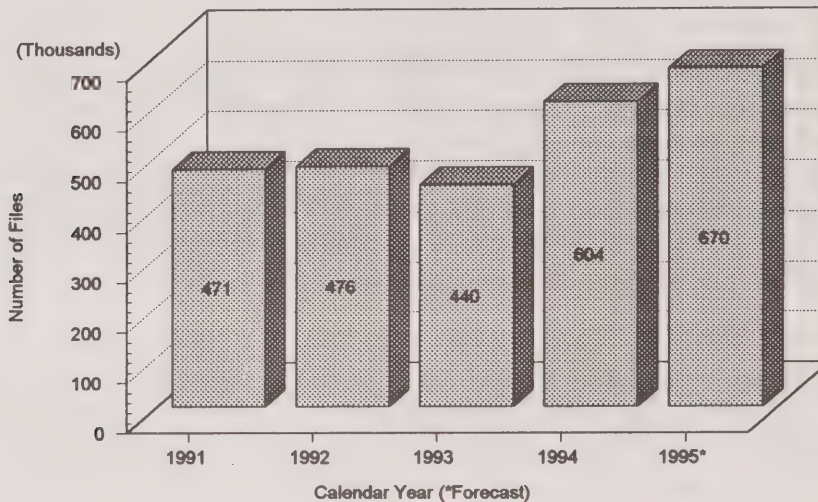
During 1994/95, the units assisted in 174 new cases and carried out more than 220 examinations involving blood stain pattern analysis, specialized chemical treatments, alternate light sources, ground penetrating radar, buried body recoveries, and other anthropological examinations.

Special Registries

The **Missing Children Registry** provides a law enforcement service through the Canadian Police Information Centre (CPIC) system and maintains ongoing liaison to guide and assist Canadian and foreign police and other agencies concerning missing children investigations. Accessible law enforcement resources include photo-aging services and an Internet linkup, as well as a Transportation Reunification Program available upon request to facilitate the return of abducted children.

This unit provides analyses of relevant CPIC data and compiles statistical information on missing children. Since its inception, the Registry has seen its monthly workload increase steadily to more than 50 investigations per month. During 1994, a total of 51,973 missing children cases were added to the CPIC system, representing a seven percent decrease from the previous year. Approximately 51,000 cases are removed from the system each year. This includes cases prior to 1994 as well as cases that were added in 1994. It is important to realize that this amount represents the total number of transactions on the CPIC system rather than an actual count of missing children. There were 1,438 cases on the system at the end of 1994, representing a four percent decrease from the previous year. During an average month, there are 1,600 active cases on the system. Figure 53 shows that the number of operational files opened by the Missing Children Registry has increased steadily, reaching a high of 604 files in 1994. This trend is expected to continue in 1995.

Figure 53: Missing Children Registry - Operational Files



The **Fraudulent Cheque Unit** maintains a national repository of fraudulent cheques and other crime-related documents involving handwriting, such as extortion notes, hold-up notes, and threatening or obscene letters. During 1994/95, the section examined 5,280 cases, including 202 hold-up notes/anonymous letters. The number of exhibits received in 1994/95 totalled 12,125. The face value of the fraudulent cheques amounted to over \$18.5 million.

The **Firearms Registry** administers the registration of restricted weapons and maintains an automated registry of all restricted weapon certificates issued in Canada. The Registry now contains information on more than 1.24 million certificates which are accessible through the CPIC system by Canadian law enforcement agencies for investigational purposes, and is now processing more than 45,000 restricted weapon registration certificates and 30,000 address changes annually.



The RCMP and the Department of Justice are jointly developing an automated system for the direct entry by the law enforcement community of information for restricted weapon registration and permits to transport such weapons. The Firearms Registry has undertaken to improve efficiency and reducing costs by upgrading the existing computer systems to allow direct entry of restricted weapons and reduce human resource requirements. Delays and errors have been significantly reduced as a result of this initiative. To assist system users, a firearms identification system project is being developed which involves capturing images of more than 5,000 firearms on CD-ROM.

The statistical overview given in Figure 54 highlights some major workload indicators for Identification Services. The effect of the introduction of Bill C-17 is shown by the significant increase in the number of firearms registration applications in 1992/93 and 1993/94.

Figure 54: Identification Services - Statistical Overview

Description	1992/93	1993/94	1994/95	1995/96*	1996/97*
Fingerprints Received (Criminal & Civil)	637,256	618,540	604,557	610,784	616,891
Latent Fingerprint Searches	88,073	79,982	87,266	89,011	90,791
Total Criminal Record Files	2,683,345	2,700,000	2,500,000	2,550,000	2,600,000
Files Processed by Criminal History Branch	777,022	679,744	581,517	650,000	650,000
Fraudulent Cheque Cases Completed	12,025	9,107	5,280	5,500	5,500
Applications to Register a Restricted Firearm	130,829	97,176	72,251	70,000	70,000
Forensic Photography					
- Films	120,420	110,745	102,600	120,000	120,000
- Prints	2,669,360	2,528,775	2,479,611	2,600,000	2,600,000

* Forecast

Canadian Police College

The Canadian Police College provides advanced police training in matters of organization, administration, personnel management, and specialized investigative techniques. College courses are available to all domestic and foreign police agencies. Additionally, the College provides lectures and consultations to requesting agencies. The Law Enforcement Reference Centre offers library and information services to course candidates and Canadian and foreign law enforcement agencies.

The Canadian Centre for Police Race Relations is housed within the Canadian Police College facilities. The Centre provides information and other assistance on race relations and policing issues to a broad range of clients.

The Canadian Police Executive Institute is an integral part of the Canadian Police College. The Institute is tasked with conducting research on topical issues and providing seminars and workshops to the police community.

Workshops, seminars and lectures are presented by College personnel to a variety of agencies, including Canadian and foreign police services and academies, international gatherings and academic conferences. Additionally, the college communicates with clients in Canada and around the world on Canadian policing matters.

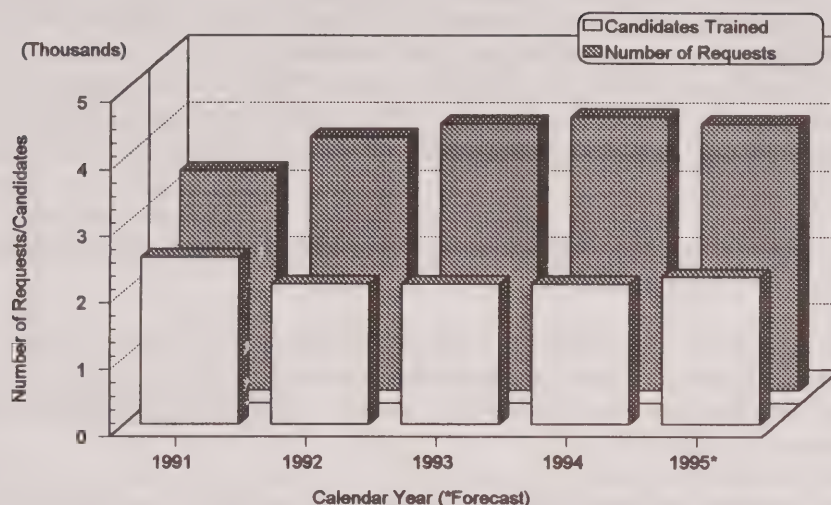
Highlights and initiatives of the program include:

- The Canadian Police College has undergone reorganization with further changes to both programs and reporting relationships planned for the upcoming year.
- The Canadian Police College is developing a Tactical First Response Trainers Course scheduled for implementation in 1996.
- As a result of a needs analysis, the French language Executive Development Course is being reviewed in recognition of the particular circumstances of smaller French speaking municipal police services. The course will be offered as a two-week course to make it more accessible to senior police officers.
- A pilot project is underway in conjunction with Informatics Directorate to determine the potential for video conferencing as an instructional device.
- The Computer Investigative Unit is presently working on three initiatives that would introduce the following courses to the College: Electronic Search and Seizure Course, Unix, Internet Hacking Investigative Techniques, and Bulletin Board Systems Investigative Techniques.
- The Forensic Identification Services Unit is undertaking initiatives that would result in the creation of the following courses: Identification Understudy Program, Scenes of Crime Investigator Course, Bloodstain Analyst Course, and Identification Video Course.
- Certification requirements for the Senior Forensic Identification Course are presently being reviewed along with plans to reduce the course from three to two weeks.

During 1995, the Canadian Police College conducted 119 courses, including 12 special course sessions. Training was provided to a total of 2,190 candidates, representing an increase of approximately ten percent over the previous year. Of these candidates, 124 were from foreign law enforcement agencies. An additional 12 Canadian Police College courses were delivered to police agencies as a result of special requests. The majority of these were provided off campus. Figure 55 shows the number of requests for training and the actual number of candidates trained for the past five years. The demand for course participation has steadily increased since 1991; however, the number of candidates trained has remained stable. The facilities (classrooms and residences) limit the numbers of students that can be accommodated on each course. The College will be examining various solutions that would allow for greater participation in the upcoming year.



Figure 55: Canadian Police College Statistics



Criminal Intelligence Service Canada

Criminal Intelligence Service Canada (CISC) is a national organization administered by the RCMP with a Central Bureau at Ottawa and nine provincial bureaux across Canada. CISC focuses on organized crime by gathering criminal intelligence. It also ensures that tactical intelligence is submitted through provincial bureaux where facilities for the collection, analysis and dissemination of criminal intelligence are provided and are accessible to its membership. CISC also provides workshops and courses on criminal intelligence related issues and topics.

The CISC Executive Committee, chaired by the Commissioner of the RCMP, has a complement of 21 members. Goals and objectives are recommended by the Supervisory Committee and subject to approval by the Executive Committee. Services are administered through a multi-services concept, including seconded personnel from the Sûreté du Québec and the Ontario Provincial Police as assistant directors as well as one officer from the Montreal Urban Community Police Department (MUCPD).

Highlights and Initiatives include:

The annual report for the Criminal Intelligence Service Canada (CISC) was officially released at the CISC Executive Committee Meeting in Regina, Saskatchewan on August 19, 1995. This annual publication has been amended to reflect only a single concern of significance and is now printed in-house. The second such report, focusing on "Eastern European Organized Crime", was released in August 1995 and produced at a cost of \$3,000.

- Enhancements to the National Automated Criminal Intelligence Information System (ACIIS II) are continuing. Technical advances required to accurately reflect the national picture on organized crime in Canada have been integrated into the system. Unexpected technical and administrative difficulties have caused delays in the completion of the project. The completion of all installations of user terminals is scheduled for March 1996 and the system is expected to be fully operational by then. Other enhancements to the ACIIS II system will include the transfer of Project Focus directly onto the system to enable all criminal intelligence agencies to access the databanks.
- CISC hosted an Asian Organized Crime Workshop in May 1995 which was attended by 110 Canadian delegates at a cost of \$6,500.
- Three Criminal Intelligence courses were held in 1995 in Vancouver, British Columbia; St-Jean, Quebec; and Centralia, Ontario. These courses were attended by a total of 90 candidates. The Vancouver and St-Jean courses were delivered at a cost of \$14,000 and \$13,000 respectively, the Centralia course cost \$20,000.
- The Canadian Association of Chiefs of Police abolished its Organized Crime Committee in favour of a liaison representative sitting on the Executive Committee of CISC. This consolidates all police intelligence and operational resources across Canada, thereby promoting collaboration in enforcement initiatives.
- The Criminal Intelligence Directorate (CID) of the RCMP will serve as the analytical arm of CISC for the efficient collation and dissemination of criminal intelligence to the entire police community.
- CISC will house a project team to collate and distribute intelligence on the movement of illegal firearms in Canada. This supports the National Firearms task force, a federal government initiative.

Figure 56 highlights outputs of the CISC program, including the number of reports processed by Project Focus. Project Focus maintains a databank on outlaw motorcycle gangs. The number of reports processed by this project is expected to decrease significantly in 1996/97 as the provincial bureaux will begin processing their own reports as a consequence of the implementation of ACIIS II, which is expected to be completed in March 1996. The Central Bureau and the Project Focus unit will commence entering international data only while the provincial bureaux will enter their own reports once they are on-line. Figure 56 provides details for the Central Bureau only as provincial bureaux are currently controlled by their respective RCMP division or other provincial police agency.



Figure 56: CISC Major Outputs

	1992/93	1993/94	1994/95	1995/96*	1996/97*
Audits of Provincial Bureaux	4	2	2	3	3
Central Bureau	1	1	0	1	1
Number of Workshops/Courses/Seminars	3	5	8	4	7
Number of Candidates Attending	120	130	300	310	500
Reports Processed by Project Focus	2,440	2,160	1,400	1,400	500

* Forecast

Professional Standards

The Professional Standards function was established in 1985 to provide centralized administrative support and full-time legally-trained personnel for: representation and assistance to appropriate officers responsible for the initiation of formal discipline (conduct) as well as the discharge and demotion (performance) proceedings; representation and assistance, upon request, to members subject to these proceedings; and adjudication of these matters. The three-officer adjudication boards were originally comprised of two field officers and one legally trained officer from Professional Standards Directorate. More recently, as workload increased, several boards were convened entirely of field officers in order to expedite hearing schedules.

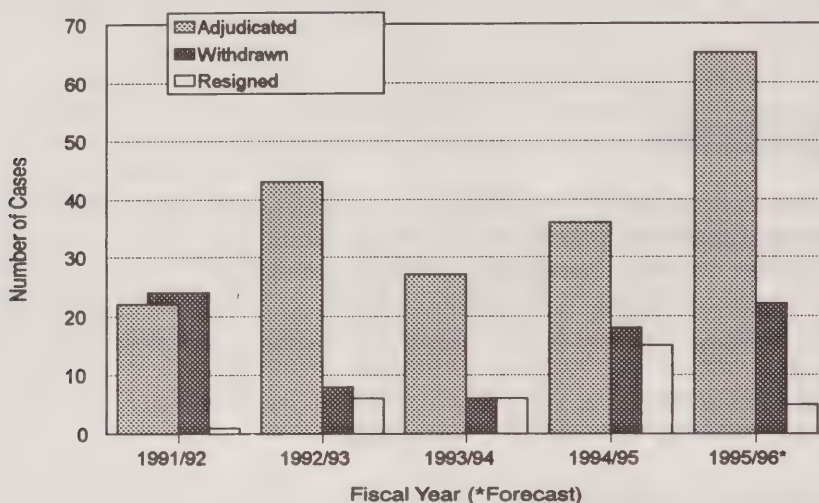
On September 1, 1994, as a result of earlier RCMP Senior Executive Committee approval, the Professional Standards function was reorganized, resulting in the elimination of the directorate. The directorate components and personnel have been reallocated to different units within the RCMP. The appropriate officer representatives have been reassigned to Internal Affairs Branch within Personnel Directorate; the member representatives have been reallocated to the Staff Relations Program Officer; and the adjudicators now form part of the Adjudications Support Unit (ASU) reporting to the Deputy Commissioner, Corporate Management. The existing directorate budget was distributed among the various components, and will provide the future budget reference level for each remaining component.

The new reporting relationships are designed to more closely align the functional activities of the various components with the executive levels responsible for those activities. The reorganization will eliminate any apprehensions of bias that may have existed as a consequence of retaining two competing adversarial interests, and an adjudicative element, within a single organizational and administrative structure.

A stronger emphasis placed on formal discipline rather than on informal mechanisms contributed to an increase in workload in 1994/95. This trend is expected to continue into the following year. During 1994/95, adjudication boards were appointed for 76 disciplinary matters. In addition, 71 cases for

which boards had been appointed remained outstanding from the previous year, providing a total caseload of 147. Of this total, 69 cases were disposed of. Figure 57 shows the method used by the ASU to dispose of these cases. Thirty-six were disposed through adjudications, 18 were withdrawn by an appropriate officer, and members submitted voluntary resignations in 15 cases. At the conclusion of the fiscal year, 70 cases remained outstanding. The high number of adjudications forecasted for 1995/96 is due to the availability of the expedited hearing process. This process is expected to significantly reduce the number of cases carried over in future years.

Figure 57: Disposal of Cases



The Member Representative Unit opened 53 files in 1994 and expects to open more than 50 files in 1995. Currently, this unit has approximately 48 files which are awaiting disposition by means of a formal hearing or an expedited process.



D. Corporate Management

CORPORATE MANAGEMENT

EXECUTIVE

\$1,415K 15 FTEs

CORPORATE SERVICES

\$4,380K 53 FTEs

FINANCIAL SERVICES

\$20,866K 273 FTEs

AUDIT AND EVALUATION

\$2,931K 38 FTEs

INFORMATION ACCESS

\$2,073K 32 FTEs

PUBLIC AFFAIRS

\$8,415K 104 FTEs

EXTERNAL REVIEW & APPEALS

\$340K 5 FTEs

Objective

Ensure accountability, control and response to government and RCMP processes to contribute to the maintenance of peace, order and security.

Description

The Corporate Management Activity includes strategic and corporate planning, corporate policy development, financial planning, audit and program evaluation. Responsiveness and accountability to the government are ensured by the coordination of communications, public affairs, information access, and external review and appeals.

The Corporate Management area provides a practical and contemporary framework for the coordination of strategic and operational planning and policy for the department. Through the Information Access function, the RCMP ensures the protection of individual records while providing access to specific information under the control of the RCMP. The public relations responsibilities of the RCMP form an important aspect of the overall law enforcement program. Initiatives are directed at promoting good public relations and conveying an accurate and constructive image of the RCMP in Canada and abroad.

Resource Summaries

Total expenditures for the Corporate Management Activity will account for approximately 2.1 percent of total expenditures for 1996/97 and 2.5 percent of full-time equivalents.

Figure 58: Activity Resource Summary

(thousands of dollars)						
	Estimates 1996/97		Forecast 1995/96		Actual 1994/95	
	\$	FTE	\$	FTE	\$	FTE
Executive	1,415	15	7,237	33	2,913	30
Corporate Services	4,380	53	7,966	83	9,547	104
Financial Services	20,866	273	23,246	267	22,694	273
Audit	2,931	38	1,499	17	2,596	34
Information Access	2,073	32	1,983	30	2,460	32
Public Affairs	8,415	104	11,114	139	10,940	121
External Review & Appeals	340	5	531	6	476	6
Sub-total	40,420	520	53,576	575	51,626	600
Less Revenue	40		40		0	
Net Expenditures	40,380		53,536		51,626	
Human Resources (FTE)		520		575		600

Explanation of Change: The financial requirements for 1996/97 were decreased by \$13.2 million or 24.6 percent from the 1995/96 forecast expenditures. The major items contributing to the decrease are:

\$Million

- reallocation of resources under operating budgets (10.3)

NOTE:

- forecast expenditures such as suspended from duty, medical, maternity, paternity, adoption leave and work force adjustment charged to Executive.



Figure 59: 1994/95 Financial Performance

(thousands of dollars)

	1994/95					
	Actual		Main Estimates		Change	
	\$	FTE	\$	FTE	\$	FTE
Executive	2,913	30	1,640	15	1,273	15
Corporate Services	9,547	104	6,297	79	3,250	25
Financial Services	22,694	273	29,065	312	(6,371)	(39)
Audit	2,596	34	3,994	56	(1,398)	(22)
Information Access	2,460	32	2,345	32	115	0
Public Affairs	10,940	121	8,593	103	2,347	18
External Review & Appeals	476	6	349	5	127	1
Sub-total	51,626	600	52,283	602	(657)	(2)
Less Revenue	0		40		(40)	
Net Expenditures	51,626		52,243		(617)	
Human Resources (FTE)		600		602		(2)

Explanation of Change: The financial requirements for 1994/95 were reduced by \$0.6 million or 1.2 percent from the Main Estimates.

NOTE:

- actual expenditures such as suspended from duty, medical, maternity, paternity, adoption leave and work force adjustment charged to Executive.

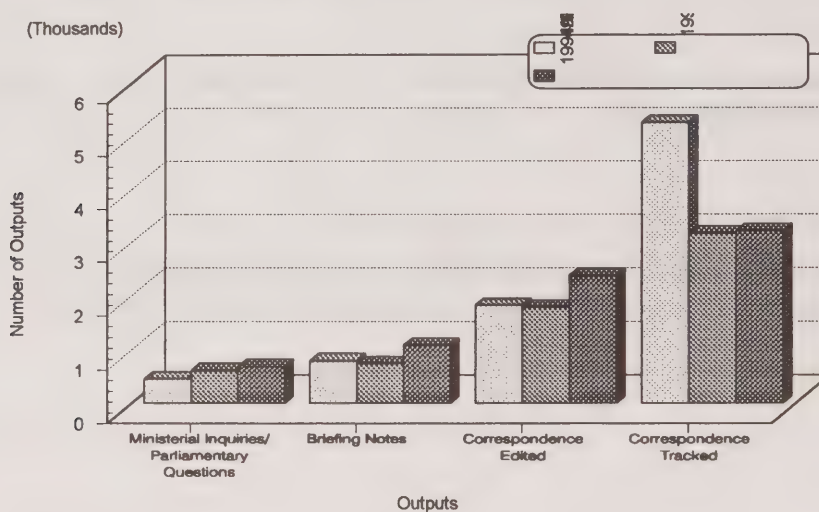
Executive

The "Executive" Sub/Activity represents the allocation of resources directly linked to the management of the Activity. This Sub/Activity also provides for the allocation of resources for the Office of the Commissioner.

The Office of the Commissioner (Executive Services and Ministerial Liaison) provides advice and support to the Commissioner in fulfilling his responsibilities. The primary functions of this Office include: liaison and coordination, provision of information management services, provision of administrative support, responding to ministerial requests for information and briefing notes, addressing certain parliamentary requirements, and provision of quality control in the processing of the Commissioner's and ministerial correspondence.

Outputs for this area are shown in Figure 60. In 1994/95, there was a 17 percent increase in the total number of outputs handled by this area. Almost 1,100 briefing notes were prepared, an increase of 48 percent from the previous year. More than 5,500 pieces of correspondence were either edited or tracked. The number of ministerial inquiries and parliamentary questions addressed also increased slightly from the previous year. The change in the correspondence tracked reflects a change in tracking methodology rather than indicating an actual decrease in workload.

Figure 60: Outputs - Office of the Commissioner



Corporate Services

Corporate Services has been amalgamated with the Audit and Evaluation function.

Corporate Services develops and coordinates strategic and corporate planning, formulates corporate policy, manages corporate information and provides consulting services to RCMP senior management. Annual accountability reports and briefings are developed for the Commissioner in response to the government's planning process.

This area is responsible for the identification and development of strategic and policy issues for the Senior Executive Committee of the RCMP, providing advice on matters relative to the direction of the organization. A number of critical projects are initiated and produced by this area such as: preparation of the environmental scan; development of the Commissioner's directional statement; identification of strategic targets and development of the strategic plan; development and interpretation of corporate policy for policing agreements; formulation of service standards and principles of policing; elaboration of the outlook document and the business plan; as well as the maintenance of corporate planning functions.

The Corporate Policy and Planning area provides a vital link between RCMP policy centres and central agencies through either directing or participating in a variety of undertakings such as the preparation of the RCMP's Program Review and involvement in the Project Renewal Task Force. Efforts are directed at ensuring that the strategic direction and priorities of the RCMP are maintained and are consistent with central agency requirements and complement the overall corporate objectives of the organization. Current projects and planned initiatives include:

- identification of "best practices" relative to progressive organizational management principles;
- identification of new opportunities, threats and challenges the RCMP will be facing and the development of strategies for dealing with them;
- development of new policy and continuous improvement of the quality and timeliness of advice given to the Senior Executive Committee, the senior managers of the RCMP and the Solicitor General of Canada;
- continuous improvement of the ability of the RCMP to plan and prioritize; and
- continuation of providing critical information and recommendations to Project Renewal.

Performance Indicators

During 1995, the Corporate Services area addressed 50 special projects and major studies. Over this period, the area prepared 204 briefing notes for the senior management of the RCMP. These documents provide timely, accurate information relative to emerging issues which may affect the strategic direction and future plans of the RCMP.

Financial Services

Financial Services manages the financial affairs of the department to satisfy the financial control and accountability requirements of the RCMP, contracting partners, legislation, and government. It is accountable for the corporate allocation and utilization of financial resources and develops and maintains an effective system of financial administration. This function also provides financial advice to the Senior Executive Committee and to the commanding officers through divisional Financial Services and Supply Branches (FSSB). This advice is often in response to questions raised concerning contractual obligations and interpretations of agreements. Functional direction is provided to all FSSB as well as guidance on organization, staffing, and training to promote sound financial practices to all financial officers.

Following the recommendations of a consultant's report and several workshops, over 46 suggestions have been reviewed to reduce the pay and procurement process within the RCMP. Many of these initiatives have been adopted, resulting in more efficient operations. This streamlining has allowed the RCMP to cut costs through the restructuring of some financial processes. A "best practices" program has been developed to allow employees at all levels to identify more efficient ways to carry out financial services within the RCMP.

Audit and Evaluation

The Audit and Evaluation function has been amalgamated with the Corporate Services area. The objective of the Audit and Evaluation function is to provide a continuous review and appraisal of all aspects of RCMP operations by conducting comprehensive audits, evaluations, and reviews of all its programs. This is to ensure that senior management has relevant, credible, and objective information on the effectiveness of the management framework of the RCMP and the performance of its programs.

In 1994/95, Audit and Evaluation conducted reviews of Property Management, Community Policing, Employment Equity, and Advance Payments. In addition, the following reviews were initiated: Criminal Intelligence, Health Services, and Government Security Policies and Procedures.

The Quality Assurance process has been formally implemented. Assistance continues to be provided to operational divisions to ensure the effective implementation of this process at the detachment level. The process involves the use, by the manager, of a quality control tool which is aimed at unit level compliance issues. The process reflects a risk-driven process rather than a cycle-dominated program.

Changes have also been initiated to the Audit and Evaluation review process. The manner in which reviews are conducted and the interactive process with auditees has been changed to reflect a more consultative and partnership-oriented role. Adoption of a more consultative and advisory role enables managers to use audit and evaluation services to ensure continual improvement in their programs.



Information Access

The Information Access function is currently administered through the Public Affairs area.

This area provides a centralized response to requests for access to information under the *Access to Information and Privacy Acts*, while developing policies and procedures for use within the RCMP which ensure conformity with the noted legislation. Services are delivered through a number of units, including Planning and Operational Services which provides: internal administrative services to the area, internal processing of all access requests, workload distribution, personnel, financial, procurement, equipment, security, and accommodation functions. The Disclosures sections centrally process all formal requests under the *Access to Information and Privacy Acts*, while the Policy and Program Services Section ensures compliance with the legislation by monitoring and developing internal policies, procedures and guidelines for the collection, retention, disposition, use and disclosure of all personal and non-personal information for RCMP application.

Currently, 24 positions require experienced police officers from a variety of enforcement programs trained as Access to Information Policy (ATIP) analysts or to provide policy and program support. This ensures that sensitive law enforcement matters are adequately protected, and the need for time-consuming consultations with program managers concerning ATIP requests is reduced. The credibility of the RCMP within the law enforcement community, as well as international agencies and other federal departments and information sources, is preserved.

Figure 61 depicts the number and type of requests processed by the Information Access area. The total number of completed requests increased slightly in 1994/95. This upward trend is expected to continue into 1995/96.

Figure 61: Access Requests Completed

	1991/92	1992/93	1993/94	1994/95	1995/96*
Access Requests Under the <i>Privacy Act</i>	1,538	1,381	1,557	1,493	1,500
Access Requests to Assist Other Departments Under the <i>Privacy Act</i>	928	1,091	774	800	825
Access Requests Under the <i>Access to Information Act</i>	274	287	319	386	400
Access Requests to Assist Other Departments Under <i>Access to Information Act</i>	174	172	100	158	200
Total Requests Completed	2,914	2,931	2,750	2,837	2,925

* Forecast

The total number of complaints made against the RCMP are shown in Figure 62. Of the 2,837 access requests received by the Information Access area, the Information Commissioner's report of 1994/95 reported the investigation of 38 complaints against the RCMP under the *Access to Information Act*. Eighteen of these were found to be unsubstantiated, 19 were found to be well-founded and resolved, and one has not been resolved to date.

The Privacy Commissioner's Report of 1994/95 reported the investigation of 100 complaints against the RCMP under the *Privacy Act*. These are also generated from the 2,750 requests received by the Information Access area. Eighty-three of these complaints (or 83 percent) were not well-founded, and one was discontinued. Complaints may result from such factors as failure to provide requested information within predetermined time limits; denial of access to restricted information on file; and the collection of fees for information provided under the *Access to Information Act*. Only five complaints were well-founded and not resolved, while 11 were well-founded and subsequently resolved.

Figure 62: Privacy and Access to Information (ATI) Commissioners' Reports

Complaints Made Against the RCMP	<u>1991/92</u>		<u>1992/93</u>		<u>1993/94</u>		<u>1994/95</u>	
	Privacy	ATI	Privacy	ATI	Privacy	ATI	Privacy	ATI
Well-founded	0	0	0	0	11	0	5	0
Well-founded and resolved	1	2	2	10	6	1	11	19
Not resolved	*	*	*	*	*	*	0	1
Not well-founded	40	14	53	20	74	15	83	18
Discontinued	3	3	5	0	3	0	1	0
TOTAL	44	19	60	30	94	16	100	38

* New category

Public Affairs

The Public Affairs function is responsible for several initiatives which are directed at promoting good public relations and conveying an accurate and positive image of the RCMP in Canada and abroad. These activities include providing information to the general public and the media regarding RCMP activities, maintaining contemporary and historical materials, producing RCMP publications, operating the RCMP Museum at Regina, and coordinating performances by the RCMP Musical Ride.



Public Information

During 1994/95, the Public Relations Unit coordinated 48 visits of foreign delegates from 27 countries to Canada. The size of the delegations ranged from one to 75 individuals, with the length of visits varying from one day to two weeks.

The Public Relations Unit responded to 1,214 requests for information or copies of publications during 1994/95. During this period, a total of 6,080 items, including lapel pins, shoulder patches, publications, posters, and various other materials, were mailed or handed out to the public, provincial and federal departments, police agencies, and various organizations.

Other activities undertaken by the unit included: coordinating various public relations events such as the 1995 Canadian Sunset Ceremonies, the change of command ceremony, the volunteers appreciation reception for the Alzheimer Society of Canada, the Rotary Club Adventure in Citizenship, the Police Week breakfast, the Encounters Canada and the Canadian National Institute for the Blind (CNIB) crocus sale campaign. This unit also prepared the Strategic Communications Plan for the Solicitor General of Canada and the distribution of the Trans Canada Trail pamphlet and the Canadian Flag Celebration pamphlet to all divisions.

The Media Relations Unit provides spokespersons on behalf of the RCMP for issues of national interest and matters concerning RCMP policy. Communications strategies are developed on behalf of other directorates and divisions, with the dual purpose of promoting activities which will enhance the image of the RCMP and/or will be used to communicate special RCMP activities or programs. This unit also monitors media activities and provides recommendations for the implementation of relevant RCMP policy. Furthermore, the unit plans and organizes news conferences for the Commissioner and other senior executives. Assistance is provided to the producers of television programs depicting or portraying members of the RCMP. During 1994/95, the Media Relations Unit responded to approximately 800 media requests.

Communication and Publications

In 1994/95, the Publishing Unit continued its no-frills approach to its publishing activities. It produced 17 new publications and reprinted ten existing items from the RCMP publications catalogue. The Publishing Unit was involved in the following initiatives over the past year: the provision of editorial and publishing assistance to help successfully launch the Mounted Police Foundation; the design of the Missing Children's Registry logo; and the provision of assistance to five other divisions with various publishing projects.

Another initiative the Publishing Unit has undertaken is electronic publishing via the Internet. Public Affairs will be the lead area in developing and implementing the RCMP World Wide Web Homepage. RCMP publications, magazine articles, press releases, and speeches can be electronically published via Homepage. The information on the RCMP Web site will be accessible to text-only viewers such as the National Capital Freenet, ensuring that computer users without a pay-for-use service will be able to access these electronic documents.

The Graphic Design Unit provides design, illustration and electronic pre-press services for clients throughout the RCMP. During 1994/95, the production of 36 original artworks included annual reviews, pamphlets, books, posters, newsletters, designs for marketing and promotional materials, presentation materials, and teaching aids as well as the design and pre-press work in bilingual format for 11 issues of the Gazette.

Published four times a year, the RCMP Quarterly is sold, via subscription, nationally and internationally to 20,000 readers. The magazine reviews current events involving the RCMP, its long and colourful history, traditions, interesting cases, and humorous incidents. The Quarterly promotes a favourable image of the RCMP by showing its members involved with their communities through fundraising and other charitable events, participating in law enforcement events, as well as national and international sporting events. Universities, colleges and libraries throughout the world subscribe to the Quarterly, where it is widely used as a research tool.

The RCMP Gazette is published 11 times a year and since April 1994, is printed in a bilingual "tumble" format. The publication is now mailed to approximately 7,000 recipients. The target audience includes accredited police agencies, criminal justice institutions, government agencies, as well as those organizations which have a legitimate interest in law enforcement. This publication continues to publish articles relating to a variety of timely and worthwhile issues, including: aboriginal youth; DNA typing; community policing in developing nations; search and rescue; violent crime analysis; elder abuse; and violent crime analysis. Since April 1994, the Gazette has been published in-house with the assistance of the RCMP Graphic Design Unit. Currently, the publication is progressing toward cost-recovery through a marketing strategy which has been developed and will include advertising, paid subscriptions, and availability to the general public.

Ceremonies

During 1994/95, the RCMP Musical Ride completed a scheduled tour of Saskatchewan. Other performances were given in Quebec, Ontario, Manitoba and British Columbia. A total of 60 performances were given in 24 communities over a period of 56 days before an estimated 134,500 persons. In addition, the Musical Ride was seen by an estimated 42,000 people at the Canadian Sunset Ceremonies in Ottawa. The Musical Ride was also seen by more than 60,000 people on a brief United States cost recovery tour to St. Paul/Minneapolis and Tupelo.

The Musical Ride and Equitation Section also represented the RCMP in 35 escorts, parades, processions, and displays. Members of the section were involved in 40 additional events such as visits to schools, hospitals, facilities for seniors, and media events, films, and interviews. Two RCMP horse riders in ceremonial dress performed daily on Parliament Hill during July and August. The largest single audience to view a performance by the Musical Ride comprised an estimated 10,000 persons on Parliament Hill on July 1, 1995. Planned activities for 1996/97 include continuing the Canadian Sunset series of performances scheduled from June 23 through July 1, 1996, inclusively; the show on Parliament Hill in cooperation with Canada Day celebrations on July 1, 1996; and tours through the provinces of Ontario, Manitoba and Quebec. Figure 63 provides a statistical overview for the Musical Ride. It is expected that the number of performances and communities visited by the Musical Ride will almost double in 1995/96.



Figure 63: RCMP Musical Ride - Yearly Overview

	1991/92	1992/93	1993/94	1994/95	1995/96*
RCMP MUSICAL RIDE					
Performances	67	85	97	60	114
Attendance	338,000	327,260	388,400	271,500	593,850
Communities Visited	33	48	35	24	42
Average Attendance per Show	5,045	3,850	4,004	4,525	5,209

* Forecast

Historical

The Historical Unit is responsible for preserving and interpreting the history and the material heritage of the RCMP. These services are delivered through the Office of the Historian, the Centennial Museum, and the Photographic Library. In 1994/95, the Office of the Historian completed 37 historical projects and responded to 1,510 requests for historical information. Among the projects successfully completed were the assistance provided to authors in publishing books and articles and to television producers in making films about the history of the RCMP.

The RCMP Centennial Museum at Regina preserves and displays a comprehensive collection relating to the history and traditions of the RCMP. During 1994/95, the Museum received 58,342 visitors and acquired 904 artifacts, some of which were purchased, but the majority were received from a total of 69 donors. The Friends of the Mounted Police Museum have generously supported the work of the Museum through volunteering their services and raising funds. This year, the Friends partially funded the new interactive display introducing visitors to the March West of the NorthWest Mounted Police in 1874.

The Photographic Library contains an extensive collection of historical and contemporary images of the RCMP. During 1994/95, the Library received over 12,000 donations and processed 594 inquiries, about half of which originated from the public and the rest from within the RCMP and from other government departments. This unit also organized a number of photographic exhibitions, including one at the Canadian Consulate in Los Angeles and one at the Canadian Embassy in Rome, Italy.

RCMP Identity

The RCMP Identity Unit coordinated the introduction of a new corporate image on stationery such as business cards, news releases, complimentary slips, press kits, and standard report covers. The policy for the RCMP Identity Program was published and corporate identity design guidelines are being drafted to support the policy. The unit is involved in graphics and other special projects relating to the corporate identification and marketing of the RCMP image. The unit processed 245 occurrences which included 240 requests for assistance/advice/approvals relating to Section 49(1) of the *RCMP Act* and five violations against this particular section which were informally resolved upon RCMP intervention.

Figure 64 displays some of the major outputs for the Public Affairs area. The number of requests made to the RCMP Identity Unit regarding the use of the RCMP image increased by 32 percent. Also, there was a significant increase in the number of artifacts added to the RCMP Centennial Museum.

Figure 64: Public Affairs - Outputs

	1990/91	1991/92	1992/93	1993/94	1994/95
Publishing Unit					
New Printed Items	13	11	19	14	17
Catalogue Items	90	80	125	133	100
Graphic Design Unit					
Production of Original Artwork	123	89	130	73	36
Display Unit					
Displays Supplied	381	374	303	378	350
Number of Detachments Supplied	221	219	196	189	215
RCMP Identity Unit					
Requests for Assistance, Advice and Approvals Relating to the Use of the RCMP Image	75	143	167	182	240
Violations Against Section 49(1) of the RCMP Act	4	16	14	18	5
Public Information Branch					
Number of Visits Coordinated for Dignitaries and other Police Officials	*	26	21	36	48
Responses to Requests	862	727	844	1,550	1,214
Media Requests	*	535	549	550	800
Historical Section					
Historical Projects	23	23	39	41	37
Requests for Information	1,012	954	1,091	1,273	1,510
RCMP Photographic Archives					
Inquiries from the Public	335	469	422	386	594
Visitors	*	*	*	127	146
Number of Prints	7,452	6,000	5,738	2,185	1,650
RCMP Centennial Museum					
Visitors	156,399	129,277	61,661	**59,977	**58,342
Donations	130	81	91	89	69
Artifacts Added	1,188	509	781	455	904

* Not available

** Estimate only



External Review & Appeals

The External Review and Appeals area assists the Commissioner by providing advice, research and background material for all findings and recommendations generated by the External Review Committee (ERC) and the Public Complaints Commission (PCC). Issues arising from ERC findings result from certain grievances submitted by members of the RCMP, as well as from appeals of disciplinary and/or discharge and demotion hearings. The area also reviews cases which are not referable to the ERC, but must be decided by the Commissioner. Reports on public complaints involving the RCMP are submitted by the PCC to the Commissioner and the Solicitor General of Canada. Recommendations made by the PCC are reviewed by the External Review and Appeals area and relevant advice is subsequently provided to the Commissioner for each case presented.

Figure 65, which provides details for this area, shows the number of files processed. The total number of files handled increased in 1994/95, and this trend is expected to continue into 1995/96. As these files are received from the Public Complaints Commission and the External Review Committee, the section has no control over the number of files processed. The average number of days required to conclude a file has increased noticeably in 1994/95 due to the increase in the number of files received.

Figure 65: External Review and Appeals - Outputs

	1991/92	1992/93	1993/94	1994/95	1995/96*
External Review Unit					
- Grievance	45	18	32	24	30
- Discipline	11	4	1	9	12
- Discharge and Demotion	0	0	1	2	1
Public Complaints Unit	40	50	32	51	50
- Complaints					

* Forecast

E. Administration

ADMINISTRATION	
EXECUTIVE	
\$5,321K	32 FTEs
PERSONNEL (RCMP)	
\$82,900K	620 FTEs
PERSONNEL (PS)	
\$4,735K	122 FTEs
TRAINING	
\$57,056K	564 FTEs
SERVICES AND SUPPLY	
\$85,646K	511 FTEs
HEALTH SERVICES	
\$24,495K	71 FTEs
OFFICIAL LANGUAGES	
\$3,637K	53 FTEs
OFFICERS' STAFFING AND PERSONNEL	
\$639K	9 FTEs

Objective

Provide personnel, materiel and training services to contribute to the maintenance of peace, order and security.

Description

The Administration Activity encompasses the organization and management of the Department's human resources. It maintains an internal administrative policy function and service in relation to training, staffing and personnel, health, services and supply, language and organizational issues. These issues pertain to members of the RCMP as well as public service employees employed by the organization.



Resource Summaries

Total expenditures for the Administration Activity will account for approximately 13.7 percent of total expenditures for 1996/97 and 9.6 percent of full-time equivalents.

Figure 66: Activity Resource Summary

(thousands of dollars)						
	Estimates 1996/97		Forecast 1995/96		Actual 1994/95	
	\$	FTE	\$	FTE	\$	FTE
Executive	5,321	32	30,949	38	11,440	28
Personnel (RCMP)	82,900	620	101,018	755	144,947	732
Personnel (PS)	4,735	122	6,583	113	6,997	115
Training	57,056	564	51,937	635	42,045	522
Services and Supply	85,646	511	85,206	532	90,275	592
Health Services	24,495	71	31,725	84	29,827	84
Official Languages	3,637	53	7,399	74	6,442	60
Officers' Staffing & Personnel	639	9	903	9	863	8
United Nations	0	0	10,299	99	5,426	34
Sub-total	264,429	1,982	326,019	2,339	338,262	2,175
Less Revenue	0		0		42	
Net Expenditures	264,429		326,019		338,220	
Human Resources (FTE)		1,982		2,339		2,175

Explanation of Change: The financial requirements for 1996/97 were decreased by \$61.6 million or 18.9 percent from the 1995/96 forecast expenditures. The major items contributing to the net decrease are:

	\$Million
- construction loan for Alberta Headquarters	10.0
- reallocation of resources under operating budgets	(42.8)
- pension and salary allowance adjustment	(14.3)
- 1995/96 funding having a sunset clause such as peacekeeping initiatives	(7.3)

NOTE:

- forecast expenditures such as suspended from duty, medical, maternity, paternity, adoption leave and work force adjustment charged to Executive.

Figure 67: 1994/95 Financial Performance

(thousands of dollars)						
	1994/95					
	Actual		Main Estimates		Change	
	\$	FTE	\$	FTE	\$	FTE
Executive	11,440	28	5,498	32	5,942	(4)
Personnel (RCMP)	144,947	732	99,326	685	45,621	47
Personnel (PS)	6,997	115	7,930	119	(933)	(4)
Training	42,045	522	54,960	604	(12,915)	(82)
Services and Supply	90,275	592	74,645	590	15,630	2
Health Services	29,827	84	23,774	73	6,053	11
Official Languages	6,442	60	4,253	61	2,189	(1)
Officers' Staffing & Personnel	863	8	685	9	178	(1)
United Nations	5,426	34	0	0	5,426	34
Sub-total	338,262	2,175	271,071	2,173	67,191	2
Less Revenue	42		600		(558)	
Net Expenditures	338,220		270,471		67,749	
Human Resources (FTE)		2,175		2,173		2

Explanation of Change: The financial requirements for 1994/95 were increased by \$67.7 million or 25.0 percent from the Main Estimates. The major items contributing to the net increase were:

	\$Million
- bilingual bonus	33.7
- reallocation of resources under operating budgets	25.8
- pension and salary allowance adjustment	5.9
- new resources for government initiatives such as peacekeeping	5.4

NOTE:

- actual expenditures such as suspended from duty, medical, maternity, paternity, adoption leave and work force adjustment charged to Executive.



Executive

The "Executive" Sub/Activity represents the allocation of resources directly linked to the management of the activity.

Personnel (RCMP)

The RCMP Personnel area provides the RCMP with a number of diverse services to manage the human resources of the department (regular members and civilian members only). These functions are designed to assist in improving organizational effectiveness by initiating programs and practices to maximize the use of human resources and to provide services to employees. Further, the Personnel function plans, elaborates, and implements methods and approaches to acquire, develop, retain, and motivate human resources.

The RCMP Personnel area supports the philosophy and the service delivery style of community policing and is setting examples through initiatives and innovations which ensure that new and revised personnel policies and practices reflect the needs of the communities served by the RCMP.

Highlights and Initiatives

Workforce Adjustment Directive: The Workforce Adjustment Directive approved by Treasury Board has proven effective in dealing with the impact on human resources arising from downsizing and organizational renewal. A unit which oversees the application of the Workforce Adjustment Directive has been created within Staffing Branch.

Human Resource Management Information System: The RCMP joined forces with other federal government departments and proceeded with the replacement of outdated human resource systems. In October 1994, PEOPLESOFT and Treasury Board entered into a contract to provide all interested departments with a new human resources information system. The target date for full implementation of the new software system is scheduled for 1997/98.

Career Streaming: This initiative has been incorporated into the Career Management Manual (CMM) of the RCMP. The various staffing units are using it as resources permit. Career streaming will be enhanced with the implementation of the PEOPLESOFT Human Resources system. The recently adopted Career Counselling methodology provides full staffing services for the RCMP by making more effective and efficient use of limited staffing resources.

Job Analysis: The RCMP continues with the job analysis project through the use of the Functional Job Analysis methodology. To date, most key operational positions have been analysed. Priority is generally given to those categories with the greatest numbers of employees. Civilian member categories with significant numbers of staff will receive attention during the next year.

National Promotion System: The RCMP recently developed a new promotion system for regular members. The system is based on job analysis and includes examinations, simulations and structured interviews. Refinements to this system will be made as needed. A similar system will be developed for the promotion of civilian members.

Amendments to the *RCMP Act*: It was recognized that a review of the *RCMP Act* would be necessary in order to facilitate and effect certain organizational changes. Consequently, in June 1993, a task force was established to coordinate, research, and present proposals to amend the *RCMP Act*, the RCMP Regulations and the Commissioner's Standing Orders. This project continues to progress.

Career Management and Programs Section: The Career Management and Programs area conducts long-term projects encompassing strategic issues which will impact on the organization and more specifically, on RCMP personnel. Broad and pro-active in nature, initiatives undertaken reflect the organizational direction of the RCMP. With a view to improving service to clients, prevailing issues focus on: career management, the Physical Abilities Requirement Evaluation (PARE), mandatory retirement, and policy review.

Classification and Compensation Branch: The implementation of a new classification standard for regular member and civilian member positions is expected in the near future. The new classification system is based on contemporary issues such as working conditions, risk factor and community policing. Training on the new standard will be required for all classification advisers to prepare them for eventual delegation of civilian member positions to the divisions.

Conflict of Interest and Post-Employment Code: In June 1994, the Conflict of Interest and Post-Employment Code for Public Office Holders, which had originally been published in 1985, was amended. As a result, members of the RCMP are now subject to the ten principles enunciated in the Code and such other compliance measures as may be determined by the Head of the organization. This has resulted in the preparation for approval of the Commissioner's Standing Orders (CSOs) for the following: Conflict of Interest, Outside Activities, and Post-Employment. These CSOs expand on the principles and establish clear rules of conduct consistent with these same principles.

Civilian Member Orientation Program: An orientation program, to be conducted at the RCMP training facility in Regina, Saskatchewan, is being developed for newly recruited civilian members. This program will introduce civilian members to the traditions and history of the RCMP, as well as providing background on RCMP policies and practices.

Civilian Member Recruiting: The civilian member recruiting process is being revised to be harmonized with the regular member recruiting process. The new process will allow divisions to recruit civilian members for anticipated vacancies. The new procedures would incorporate pre-selection and screening of candidates who would then be hired in a much more timely manner.



Career Transition Support Services: A full range of career transition counselling services is now available to all employees of the RCMP. In addition, a workshop has been developed for the benefit of all employees. In the past year, the workshop on new life and work philosophies has been presented on 52 occasions to approximately 1,100 employees.

Recruiting

RCMP Recruitment Selection Test (RRST): The RCMP is presently using a cognitive ability test known as the RCMP Recruitment Selection Test (RRST). The test will be further redeveloped in order to provide an appropriate evaluation of the cognitive ability required of police officers. Longitudinal research will be commenced to evaluate how the overall job performance of members relates to both the Applicant Interview Guide (AIG) and the RRST.

Significant efforts continue to be made to recruit regular members from the designated groups (women, aboriginal persons and visible minorities). Figure 68 provides recruiting statistics by designated groups over a five-year period. The total number of regular member recruits, including those in a designated group, decreased by 50 percent in 1994/95, due to organizational restructuring and streamlining within the divisions whereby the divisions have been unable to properly identify future resource requirements. It is anticipated that following the annual identification of divisional requirements, requests for new recruits for placement within operational divisions will increase. Thirty-four percent of the regular member recruits in 1994/95 were female, 22 percent were aboriginal, and 25 percent were members of a visible minority. These proportions have increased moderately from previous years, and are expected to remain at approximately the same level in 1995/96. The categories used in the following table are not mutually exclusive; therefore, a female recruit may be counted in two categories, such as aboriginal and female. Recruiting goals have increased substantially for 1995/96 due to the vacancy rate in the divisions. The total goal is currently set at 618 new recruits. A new troop is commenced on an average of every two weeks.

Figure 68: Recruiting Statistics

	1991/92	1992/93	1993/94	1994/95	1995/96*
Regular Member**					
Total	399	523	347	174	203
Female	126	128	73	59	63
Aboriginal	56	64	47	39	56
Visible Minority	35	47	36	43	48
Special Constable					
Total	9	9	6	4	1
Female	2	0	0	0	0
Aboriginal	2	1	0	0	0
Visible Minority	0	1	0	0	0
Civilian Member					
Total	121	102	100	74	6
Female	72	64	64	36	3
Aboriginal	0	0	2	0	0
Visible Minority	0	3	2	4	0
Disabled	0	0	0	0	0

* Forecast

** 1991/92 to 1993/94 regular member statistics include ex-regular member statistics

The RCMP comprised over 15,000 regular members in 1994/95, or 73.4 percent of all employees. Civilian members account for 9.5 percent of all employees, a slight increase from the previous year. Female members constitute approximately ten percent of all regular members, while special constables now represent less than one percent of all employees. According to a self-identification survey conducted in 1993, which had a response rate of 84 percent, 3.9 percent of the respondents identified themselves as aboriginal and 2.1 percent as members of a visible minority.

Personnel (PS)

The Public Service Personnel function was amalgamated with the RCMP Personnel area in October 1995 to form a new human resources management function. This initiative is expected to result in cost savings and improved efficiency. The Public Service Personnel area provides an integrated approach to the human resources management of the 3,400 public service employees of the RCMP, in support of the law enforcement program.

As a result of a Delegation Agreement signed with the Public Service Commission (PSC), the Departmental Staffing Monitoring program was completely reorganized. The development of RCMP Public Service requirements and the implementation of the new human resources information system (PEOPLESOFT HR) will allow the RCMP to improve its efficiency.



In 1994/95, a total of 191 employees were affected as a result of various streamlining and restructuring exercises. Only 91 employees however remained to be placed at the end of the fiscal year; the majority of these were in the process of being retrained for new duties.

Highlights and Initiatives

Human Resource Planning and Development: Throughout 1995, the Public Service Human Resource Planning and Development Branch has focused much of its efforts on the development of a continuous learning culture and the establishment of a career management program aimed at helping all employees of the RCMP cope with the changing nature of life and work as the organization moves into the next century.

Employment Equity: There has been a continued emphasis on achieving greater representation of designated employment equity group members in positions which are currently under-represented. As indicated in Figure 69, there has been a slight increase in the representation of all three designated employment equity groups in 1995.

Figure 69: Employment Equity Representation Statistics

	March 1991		March 1992		March 1993		March 1994		March 1995	
	#	%	#	%	#	%	#	%	#	%
Aboriginal Persons	97	2.6	98	2.7	110	3.0	119	3.2	135	3.6
Persons with Disabilities	225	6.1	221	6.0	216	5.8	215	5.8	231	6.2
Visible Minorities	78	2.1	98	2.7	112	3.0	111	3.0	138	3.7

Aboriginal Training: A Special Measures Innovation Fund training initiative, obtained through the Public Service Commission (PSC), was approved in 1994. This two-year program, which is intended to increase the representation of aboriginal employees in the RCMP, has now been in place for one year and has increased aboriginal representation by 0.4 percent.

Harassment and Discrimination: A new and revised Treasury Board policy will require a major overhaul of the RCMP policy on harassment and discrimination. Extensive consultations are planned in conjunction with the Union of the Solicitor General Employees.

Training

The Training program provides RCMP employees with the opportunity to acquire the knowledge and skills necessary to perform their duties in the most efficient and professional manner. Cadet training is provided to new recruits at the RCMP training facilities at Regina, Saskatchewan, while divisional training enhances technical and management skills for experienced employees. Centralized training initiatives meet the advanced needs of employees while ensuring that standards of performance and uniformity are maintained. Specialized training is offered in the more specific areas of equitation and police service dog training. The following provides an overview of accomplishments for 1994/95 in the Training area.

Depot Division

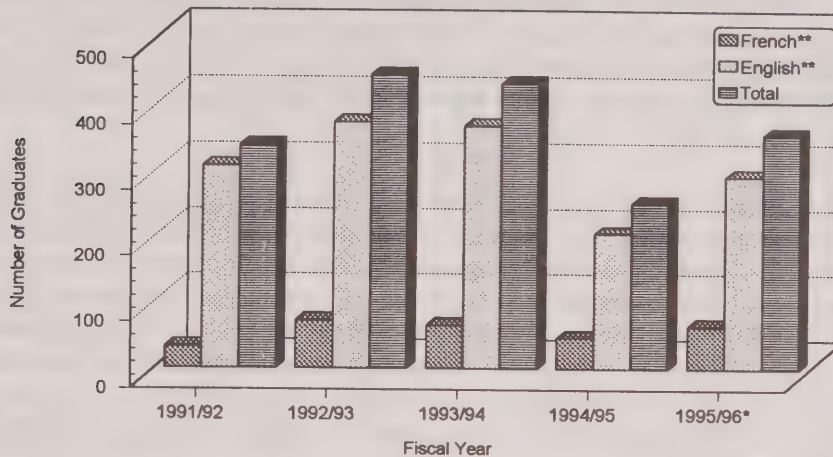
As a result of RCMP organizational restructuring, the training facilities of the RCMP, known as "the Academy", received division status in the fall of 1995. This organizational change also includes a name modification to reflect the Academy's tradition of being a "Depot of Instruction". The new Commanding Officer of Depot Division will assume additional responsibilities in the decentralization of the Training program. These include Centralized Training Delivery, Training Program Support, the Cadet Field Training (CFT) program, and the Police Dog Kennels.

Cadet Training Program (CTP) Organizational Change: The new Cadet Training Program was successfully introduced during 1994/95. Having replaced the former Basic Recruit Training Program, the new CTP is client-centered, allowing cadets to learn a variety of progressively more complex competencies through problem-oriented scenarios and role play exercises. Issues of diversity, ethics and professionalism are addressed in all aspects of cadet training. The program now includes familiarization attachments to numerous service and community agencies and attendance at municipal meetings. Comprehensive assessment procedures include written and oral tests and performance demonstration and problem-solving role plays. The training program assessment procedures cover academic achievement, problem-solving, conduct and attitude.

Upon meeting the criteria for the CTP, the successful cadets are offered employment as regular members. The recruits are then required to continue training under the Field Coaching Program (FCP) for a further six-month period. Figure 70 shows the number of recruits who graduated from the former Basic Recruit Training program and the CTP. In 1994/95, a total of 251 cadets, of which 18 percent were French speaking, completed the CTP. This total is expected to increase to 356 candidates in 1995/96.



Figure 70: Basic Recruit Training Program and Cadet Training Program



* Forecast

** Denotes language in which training is provided.

Armourers Building: The completion of this project will relocate this service from its current temporary facilities. In addition, full cost-recovery services are provided to Fisheries and Oceans, Correctional Services Canada, the Sûreté du Québec and to Smith and Wesson for warranty work. The completion of new armourers facilities will permit the RCMP to further market these services to prospective clients.

Residential Training Complex: Although completion of the residential training complex was foreseen for 1996, the project has been delayed until 1998. Client demands are such that new dormitory renovations providing 192 new single rooms are now fully committed and additional space is required.

Practical Training Complex: In addition to the completion of the RCMP model detachment, two residences and a strip mall have been constructed to provide a realistic setting for training scenarios. Commercial businesses are looking forward to participating in partnerships with RCMP training facilities, by occupying areas of the mall which will provide services to cadets while facilitating scenario training.

New Service Building: A new service building, which accommodates several service functions occupying space in the core area of the RCMP training facilities, was completed in 1995. The vacated space has provided additional classrooms, training areas, and a new resource centre.

Police Driver Training: A proposal will be pursued for the construction of a new driver training speed track facility which will expose cadets to various speeds and road conditions encountered during operational duties. The Police Driving Unit is also in the process of developing a four-wheel drive course to address the needs of many clients. A research and comprehensive testing program for night vision is being conducted to assess clients' abilities to drive at night.

Canadian Law Enforcement Training: Various clients continue to express a desire to obtain training, course coordination, field analysis, evaluation and course development services. The RCMP is actively pursuing the federal government training market in the areas of peace officer and general law enforcement training. Correctional Services Canada (CSC), Environment Canada and various municipal police agencies have shown interest in integrating their candidates into the CTP. Tripartite agreements and enhanced community policing efforts with First Nations communities have resulted in an increased demand for induction training of aboriginal candidates from the RCMP Aboriginal Program and other Canadian police agencies.

Figure 71 shows training provided through the Canadian Law Enforcement Unit. Several new clients have been provided services in 1995/96. These include the provincial Ministry of Agriculture, the Saskatchewan SPCA, occupational health inspectors, and provincial health inspectors.



Figure 71: Canadian Law Enforcement Training

	1994/95		1995/96	
	Number of Candidates Trained	Costs Recovered	Number of Candidates Trained	Costs Recovered
Citizenship & Immigration	24	\$11,876	Pending 72	0
Unama'ki Tribal Police	9	\$158,000	1	*
Escola de Policia de Catalunya	10	*	0	0
Fisheries Officer Enforcement	51	\$75,638	13	\$22,158
			Pending 72	
Parks Canada - Park Warden Recruit Training	13	\$33,615	27	\$63,060
Dakota Ojibway Tribal Council Woodland Cree	0	0	0	0
Federated Sask. Indian Nation First Nation Youth Training	0	0	0	0
RCMP Aboriginal Programs	120	0	120	\$25,432
Ministry of Agriculture Livestock Ownership & Regulatory Program	*	*	21	\$7,717
Saskatchewan SPCA	*	*	14	\$1,098
Occupational Health Inspectors (Pending)	*	*	21	*
Provincial Health Inspector (Pending)	*	*	72	*

* Not available/applicable

Cost Recovery: New cost-recovery initiatives are being vigorously pursued wherever possible by all units at the RCMP training facilities in Regina. Health Services, armourers, and new clients requesting services from the Canadian Law Enforcement Training Unit are areas where substantial savings from the cost recovery of services could be achieved.

Volunteer Program: A full scale volunteer program is being pursued in providing assistance to several areas of the CTP. This has the added benefit of building links between the police and the community. This initiative is providing an efficient pool of resources for the RCMP training facilities.

Centralized Training

Centralized courses are delivered at various locations throughout the country to ensure that a sufficient number of personnel at all levels of operations and management remain aware of current investigative techniques, changing philosophies, and technical advances. Divisional training enhances technical and management skills for experienced employees. Centralized initiatives meet the advanced needs of specialized employees such as technicians and dog handlers, while ensuring that standards of performance and uniformity are maintained. A total of 3,329 candidates, a 48 percent increase from the previous year, were trained through centralized courses in 1994/95. A substantial rise in the number of candidates taking electronic data processing courses accounts for this increase. The majority of these EDP courses consisted of CIIDS training. Figure 72 provides details for the courses provided in 1994/95 as well as for courses given in previous years.

Figure 72: Centralized Training Courses

Type of Course (Number of Candidates)	1990/91	1991/92	1992/93	1993/94	1994/95
Electronic Data Processing	281	185	303	24	1,050
Technical	113	107	157	215	252
Administrative	158	191	482	548	401
Operational Techniques	415	431	369	675	888
Management	225	187	248	306	248
Identification	271	260	76	250	270
Tactical and Weapons	*	*	*	228	220

* Assumed responsibility for course from Dwyer Hill Training Centre. Previous statistics not available.

A total of 24,916 candidates were provided training through divisional courses in 1994/95, representing a seven percent increase from the previous year. This number includes both members of the RCMP and Public Service employees.



Community Policing Workshops: Training Directorate is committed to provide community policing workshops within each division across Canada. Responsibility for subsequent training will be assumed by the divisions. This training is unique in that division personnel utilize other service providers and members of their communities. In 1994/95, a total of 523 persons attended these workshops which were held in Cole Harbour (Nova Scotia), Grand Falls (Newfoundland), Fredericton (New Brunswick), Charlottetown (Prince Edward Island), and the National Capital Region.

Management Training

In conjunction with the Officers' Staffing and Personnel area and Training Research Section, Management Training Section is currently developing a new executive development program. This initiative is being undertaken to individualize and accelerate the development of members at the managerial level.

International Training

International Training provides training assistance to foreign countries through a variety of initiatives including: the Police Training Assistance Program (PTAP); cost sharing with the host country; or through funding received from other agencies for special projects. The PTAP places emphasis on areas of international law enforcement which have a direct impact on the safety and security of Canadian interests. A higher priority is given to those countries where criminal activity has a direct and identifiable impact on Canadians. Priority may also be given to countries where there is a possible long-term impact through the improvement of law enforcement programs and where it is evident that these programs will allow them to become more self-sufficient in the future.

Up to 25 Caribbean/South American peace officers are placed on courses at the Canadian Police College each year through a special fund which was authorized by Treasury Board in 1981. In addition, PTAP sponsored and non-sponsored foreign candidates are also placed on RCMP and Canadian Police College courses. During 1994/95, International Training Branch hosted or made arrangements for 69 foreign personnel to be attached to Canadian police agencies, and 36 candidates attended formal courses in police administration and investigation at the Canadian Police College.

Needs analysis will be conducted and recommendations will be made as to the types of training programs or courses the RCMP may be able to provide directly or through assistance to the Caribbean, Central America, Czech Republic, Hungary, Philippines, Slovak Republic, South America, Thailand, and Zambia.

Police Dog Service Training

The Police Dog Service Training Centre conducted training for 33 RCMP dog handlers and five outside agencies during 1994/95. The centre conducted a total of 40 courses which included basic training, retraining, validations, in-service training, six-month follow-up training and specialty training involving explosives and avalanche search and rescue. A total of 86 teams and 12 outside agency teams received validation through appropriate courses.

Training Program Development

Training Evaluation: During 1994/95, three pilot course evaluations, one summary evaluation and two other evaluations were completed. Additionally, there were 12 other studies in progress, three future studies have been scheduled, and five studies are proposed. During the forthcoming year, this unit will focus its activities on the evaluation of the CTP, the formative evaluation of the FCP, the evaluation of several self-directed language learning packages for both official languages, and the pilot evaluation of such courses as Survey Principles and Techniques for traffic analysts, criminal intelligence officers and division fitness coordinators.

Distance Learning: The research and implementation of various distance learning formats are continuing. Approximately 60 multimedia training workstations equipped with CD-ROMs have been forwarded to divisions. Programs such as Family Violence, First Aid/CPR and Delrina Form Flow are being developed and will be available on compact and floppy disks. A training and technology partnership has been developed to add value to each partner's products, services, programs and activities, sharing increased costs and skills while maximizing resources. Further research is continuing in the area of business television applications with other federal departments. A pilot project will be implemented to determine the interest and the effectiveness of using prototype broadcast quality video services provided by Bell Canada.

Family Violence Training: Continually evolving, family violence intervention training programs are included in the CTP and in-service training programs through multimedia (CD-ROM) methods. Family violence training is expected to continue through future inter-agency workshops. The development of a multimedia program specific to interviewing victims of child abuse will be undertaken.

Federal Community Policing Training: A project aimed at the examination of all federal law enforcement courses has been undertaken with a view to ensuring that these courses are consistent with the community policing philosophy. A new curriculum will be designed jointly with various RCMP federal enforcement areas. The development of generic problem-solving modules in which different scenarios could be taught through multimedia training methods is currently being considered.

Post-Secondary Training: Full-time academic training is taken under the National Law Program or the Divisional Academic Program (one year non-degree). During 1994/95, seven candidates attended post-secondary institutions on a full-time basis. As well, six candidates undertook three-year degree programs in Law under the National Law Program. Following a re-assessment of the needs of the RCMP, the National Law Program was phased out and the Divisional Academic Program significantly pared down with funding reduced to \$440,000.



RCMP members and Public Service employees also attend courses on a part-time basis after working hours under the A-250 program, through which the RCMP reimburses tuition fees upon successful completion of training. During 1994/95, 3,020 employees attended courses part-time through this program, a slight decrease from the previous year. The number of full-time candidates decreased significantly.

Second Official Language Training: Funding of approximately \$2.9 million (representing 50 positions) was allocated for second official language training. The Cadet Official Language Training (COLT) program provides language training and cultural immersion in a recruit's second official language. Funding for the COLT program will be reassessed as the program is being held in abeyance for three years commencing in 1995/96. Figure 73 shows the number of candidates currently enrolled in COLT as well as the number of candidates participating in an advanced language proficiency training program known as the National Level CCC Program. This language training opportunity for regular and civilian members of the RCMP was created in 1992. It consists of two sessions of language training for a duration of eight weeks per session and is aimed towards the attainment of the CCC level aptitude.

Figure 73: Second Official Language Training

	1990/91	1991/92	1992/93	1993/94	1994/95
Regular Language Training					
Positions - FTEs	37	37	31	25	28
National Level CCC Program					
Positions - FTEs	*	*	9	8	3.4
Number of Candidates	*	*	29	30	18
COLT - eight month program					
Positions - FTEs	**195	47	52	41	18
Number of candidates	**458	128	130	96	56

* Program initiated in 1992/93
 ** Includes both the six-week and eight-month COLT program. The six-week program was discontinued in 1991/92.

Services and Supply

The Services and Supply function is currently administered through the Financial Services Directorate.

The Services and Supply area provides accommodation, transport, food, materiel and miscellaneous services for the RCMP in accordance with relevant policies, regulations and statutes. It is operated as an internal support service. Efforts are primarily directed towards providing required goods and services to the other activities within the RCMP. This area also coordinates when and where food services will be provided relative to the concerns of the Government's Common Services Organization.

Accommodation: The property management component provides accommodation for the RCMP at a minimal cost, in compliance with established guidelines. RCMP accommodation presently comprises 3,310 facilities containing 1,027,217 square metres of space on 1,633 sites. These facilities include police detachment buildings, laboratories, aircraft hangars, vehicle maintenance garages, warehouses, and residential accommodation. While 950 facilities are provided through lease arrangements with the public and private sectors, the RCMP owns the remaining 2,372 facilities. In order to meet the future requirements of the RCMP and maintain the asset base, over 700 capital construction projects are administered in a five-year capital construction plan.

Transportation: The land transport of the RCMP consists of 7,820 vehicles (cars, trucks, motorcycles, snowmobiles, and all terrain vehicles). The marine fleet comprises 404 inland water transport (less than nine metres in length) and nine patrol vessels (from nine to 17.7 metres in length).

With the ongoing requirement to downsize, economize, and protect the environment, the RCMP continues to evaluate various alternatives to the vehicles currently being operated. Studies are ongoing with respect to the use of alternative-fuelled vehicles, downsized patrol vehicles, and appropriate replacement of full-sized sedans which will not be produced after the 1996 model year.

Figure 74 provides details for RCMP accommodation and transportation. Although the number of sites occupied by the RCMP increased slightly in 1994/95, the number of facilities owned and rented by the RCMP decreased by 2.4 percent. Twenty-nine percent of these facilities are leased rather than owned. The RCMP continues to lease facilities as this arrangement can be more cost effective, and the construction of new facilities requires a greater financial commitment. There has been a slight increase of 1.6 percent in the number of vehicles owned by the RCMP.



Figure 74: RCMP Accommodation and Transportation

	1991/92	1992/93	1993/94	1994/95
ACCOMMODATION				
Facilities (leased)	969	1,044	1,019	950
Facilities (owned)	2,369	2,289	2,372	2,360
Area (sq. metres)	920,000	969,688	1,008,015	1,027,217
Sites	1,778	1,744	1,617	1,633
TRANSPORTATION				
Land Fleet	6,992	7,506	7,697	7,820
Marine Fleet	413	412	412	413

Food: The Food Services function provides quality meal service and nutritious food to employees and clients of the RCMP. It is comprised of division food services operations which deliver the services and a policy centre which establishes policy, monitors program implementation, and provides support to division operations. Cost recovery of food, related supplies and operational salaries has been maintained since 1986/87.

Materiel: The Materiel and Services Management Branch supports the ability of members to conduct police operations in accordance with corporate priorities and directives through the delivery of policy and standard support, commodity and supplier management, acquisition, disposal and transaction support services.

Health Services

The Health Services function administers all health-related treatment for regular members of the RCMP and establishes health programs and standards for employment. The primary objectives of the program are to ensure that applicants and serving members are physically and emotionally fit to safely carry out their assigned duties. The program is also in place to protect members' health. The Directorate also provides occupational health services and manages research projects to develop psychological services, fitness and lifestyle programs, as well as programs directed at preventive health and environmental safety.

Highlights and Initiatives

Communication: Increased efficiency in the management of the program is facilitated through close monitoring of the benefits accorded to RCMP members and costs being charged by the providers of health services. A communication plan has been designed to promote knowledge of policies which maximize health in the most cost-effective manner. The program communication plan includes visits to divisions to discuss major issues, review processes, and providing assistance to divisional staff and members in understanding applicable policies.

Implementation of Physical Ability Requirements Evaluation (PARE): Further training was provided to division personnel to enable them to administer the PARE and to coordinate testing procedures. In May 1995, the Senior Executive Committee approved the provision of 12 positions for the management of the program at the division level and directed that the standard would be effective for all members commencing in the year 2000. Work has already begun on the modification of policies and regulations.

Health and Safety: The RCMP is implementing a national environmental health and safety program consistent with Part II of the Canada Labour Code as set out in Section 122.1. The RCMP is committed to providing a safe work place for all its employees.

Specialized protective equipment will be provided for clandestine laboratory drug enforcement. Additionally, the use and decontamination of pepper spray by RCMP members has been reviewed, and upgraded decontamination equipment has been provided. Seven regional environmental health and safety advisors have assumed responsibilities formerly ascribed to Labour Canada safety officers. New policy and operational guidelines have also been established.

Emotional Health - Peacekeeping Operations: A major priority in 1995 continued to be the coordination and presentation of briefing sessions for RCMP members prior to their departure for peacekeeping (United Nations Civilian Police) in either the former Yugoslavia or Haiti. Psychological debriefings are provided to members returning from peacekeeping duties immediately upon their return to Canada. Each group of members has been followed-up at the three and six-month anniversary of their return. In view of the probable continuation of peacekeeping assignments, the families of members in these contingents will receive an informative handbook completed in cooperation with the United Nations Civilian Police Logistics Unit.



Emotional Health - Personality Assessment Tool: The selection of a psychological test to assess the possible psychopathology of members was undertaken in 1994. The objective of this project is to ensure that applicants with serious psychopathology are not recruited as cadets, and that members displaying psychopathological tendencies are provided with appropriate remedial treatment.

Vision Care Pilot Project: The RCMP, together with five other federal departments, will be participating in a joint contract whereby a single supplier will provide optical services in Alberta. The intent is to obtain a high level of optical services at a reasonable price. The pilot, which will run for one year, began in September 1995 and will be evaluated by Treasury Board to determine its suitability for nation-wide application.

Data Collection: The Health Services Information System is continuing to improve the level and quality of health care statistics available to manage and assess the Health Program. New software was installed in the fall of 1995 to bring on line the collection of data relating to the PARE testing, the periodic examination, and accidents and injuries of members. In addition, the new software will provide the capability to process medical accounts in order to match cost data to health information.

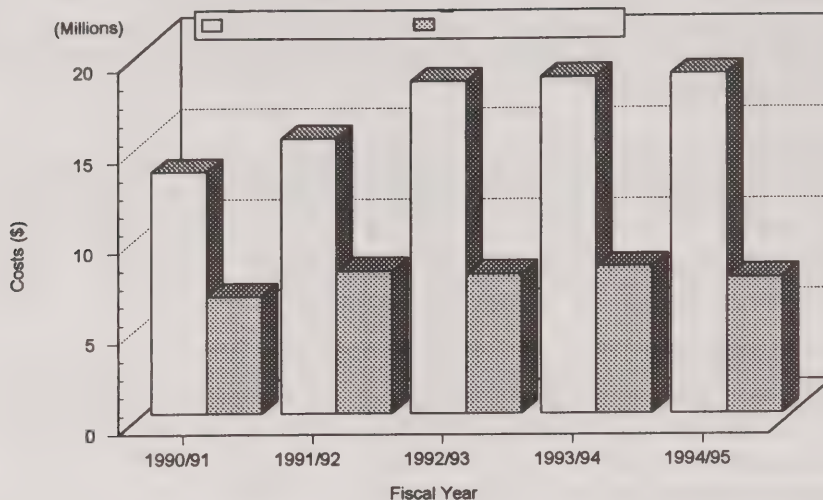
Research: The following research projects have been undertaken during 1995:

- psychopathology screening tool;
- study of chronic back problems;
- hearing issues among operational communication centre operators; and
- risk of biological hazards encountered in police-related work.

Performance Indicators

The overall cost of providing the required level of health care to RCMP personnel decreased by two percent in 1994/95 and currently totals approximately \$26.1 million. As shown in Figure 75, the cost of medical treatment increased by one percent, which is less than the increase in the cost of medical services in the general economy. Dental treatment costs decreased by seven percent, due to changes in the management of the program which now emphasize a stricter review of recommended treatment. This downward trend has been offset somewhat by an increase in taxes to dental plans which have been levied by the provinces of Ontario and Quebec. Taxes increased from \$18,000 in 1992/93 to an average of \$130,000 over the last three years. No major changes in expenditures are anticipated for 1995/96.

Figure 75: Medical and Dental Costs



Official Languages

Currently, the Official Languages function is administered through the RCMP Personnel area.

The Official Languages area is responsible for the implementation and coordination of a unified program to ensure compliance with the *Official Languages Act*. The primary responsibilities of this area include policy development, program monitoring, ensuring resolution of complaints relative to the Official Languages policy as well as communication to all employees of their rights and obligations regarding the Act.

The Translation Branch undertakes the development and implementation of policy with respect to the use of terminology for the RCMP and provides a central translation service. During 1995, Translation Branch translated approximately 7.3 million words, an increase of 17 percent from the previous year. Of this total, over 1.6 million words (22 percent) were translated under freelancing agreements with private firms.

In response to a review conducted by the Commissioner of Official Languages and Treasury Board, the Official Languages area is assessing the provision of services rendered in both official languages within the RCMP in an effort to correct identified shortcomings.



Bilingual Bonus: With the exception of approximately 50 serving members and over 100 discharged members who have not received their retroactive bilingual bonus, this project is nearing completion.

Officers' Staffing and Personnel

The Officers' Staffing and Personnel function provides a centralized personnel management system to the Commissioner for the appointment, promotion, succession and career planning of all regular members of officer rank (inspectors to deputy commissioners), including civilian members of officer designation. This function also provides support to the Commissioner in staffing commanding officer and criminal operations officer positions by facilitating consultation with the appropriate provincial/territorial ministers under the terms of the policing agreement respecting appointments.

Additionally, Officers' Staffing and Personnel is responsible for coordinating and monitoring the Officer Candidate Program (OCP) to identify and select non-commissioned officers for promotion to the commissioned ranks. A comprehensive review of the OCP has commenced, and extensive RCMP consultation has taken place. The framework for the new OCP has been approved and the development of assessment instruments and amendments to policy and procedures has commenced. The new OCP will be less costly to administer, a better predictor of officer competencies, legally defensible, and in line with current government policy. The new program will operate on a two-year cycle rather than annually, beginning with the 1996/97 cycle. This and other modifications to the program are expected to result in an overall savings of approximately \$100,000 every other year.

The Officer Promotion System (superintendent and above) and the Civilian Member Officer-Level Promotion System are currently under review. The proposed changes are expected to provide more cost-effective administration, a better predictor of competencies, a legally defensible promotion system which affects current government policy. All changes to the promotion systems are being designed to ensure they reflect the organizational values of the RCMP, including community policing as the model of service delivery. These initiatives are expected to be completed in 1996/97.

A substantial amount of time has been devoted to the timely and effective placement of senior management and executive level personnel affected by position reductions. Thus far, all personnel who did not elect to take advantage of the provisions of the Workforce Adjustment Directive, or similar provisions for those at the executive level, have been suitably placed or are expected to be accommodated within a reasonable period of time. This will continue until the downsizing and restructuring of the RCMP is completed.

Amendments to the *RCMP Act* are being considered to eliminate the need for approximately 120 annual Orders in Council currently required for the promotion and retirement of officers. A significant paper burden and administrative process, both internally and externally, would be eliminated should these amendments receive approval.

As at October 1995, there was a total of 561 officer level personnel in the RCMP, including 482 regular member officers, 78 civilian members and one special constable with officer designation. Figure 76 illustrates the number of regular member officers who have retired, non-commissioned officers who were commissioned, staffing actions initiated for senior management and executive level personnel, and officer candidates interviewed by the Officer Candidate Assessment Board (OCAB). The number of new commissions has been decreasing steadily since 1992/93 and no longer exceeds the number of retirements. This trend is a result of Program Review and Project Renewal initiatives. The resulting reduction in management level personnel is expected to flatten the organizational structure and encourage risk management by empowering employees with decision-making authority. Despite the reduction in management personnel, the level of policing provided by the RCMP will continue to meet or exceed the minimum service standards approved by the Commissioner.

Figure 76: Officers' Staffing and Personnel - Staffing Actions

	1991/92	1992/93	1993/94	1994/95	1995/96**
Retirements	34	32	42	62	85
New Commissions	38	42	35	21	14
Staffing Actions	218	211	206	270	250
OCAB interviews	157	94	79	75	*

* OCP cancelled

** Forecast



Section III

Supplementary Information

A. Profile of Program Resources

1. Financial Requirements by Object

Figure 77: Details of Financial Requirements by Object

(thousands of dollars)	Estimates 1996/97	Forecast 1995/96	Actual 1994/95
Personnel			
Salaries and Wages	1,132,716	1,183,169	1,198,271
Contributions to employee benefit plans	150,624	146,798	139,548
Other personnel costs	42,986	42,405	48,177
	1,326,326	1,372,372	1,385,996
Goods and Services			
Transportation and communications	111,490	122,899	109,678
Information	757	592	542
Professional and special services	102,332	111,424	99,435
Rentals	38,532	40,845	36,443
Purchased repair and upkeep	43,208	42,849	38,224
Utilities, materials and supplies	80,643	84,649	75,544
Minor Capital*	19,926	0	0
Other subsidies and payments	33,021	52,092	46,473
	429,909	455,350	406,339
Total Operating	1,756,235	1,827,722	1,792,335
Capital			
Minor Capital*	0	47,434	45,626
Controlled Capital**	129,035	135,006	128,277
	129,035	182,440	173,903
Transfer payments	40,490	40,514	37,950
Total expenditures	1,925,760	2,050,676	2,004,188
Less: Receipts and revenues credited to the Vote	724,720	713,796	723,766
Total Program Expenditures	1,201,040	1,336,880	1,280,422

* Minor capital is the residual after the amount of controlled capital has been established. In accordance with the Operating Budget principles, these resources would be interchangeable with personnel and Goods and Services expenditures. For the 1996/97 fiscal year, minor capital expenditures will be included in the Operating Vote 35.

** Controlled capital contains budgetary expenditures for investment in: the acquisition of land, buildings and engineering structures and works; the acquisition or creation of other capital assets considered essential to ongoing program delivery; and major alterations, modifications or renovations that extend the use of capital assets or change their performance or capability.

2. Personnel Requirements

Figure 78: Details of Personnel Requirements - Subject to the *Public Service Employment Act*

	FTE* Estimates 1996/97	FTE* Estimates 1995/96	FTE* Estimates 1994/95	Current Salary Range	Average Salary Provision 1996/97
Executive	1	1	1	63,300 - 128,900	-
Scientific and Professional	26	29	29	19,270 - 128,900	55,858
Administrative and Foreign Service	282	278	278	14,810 - 79,497	44,167
Technical	60	59	59	14,089 - 88,992	38,470
Administrative Support	2,668	2,710	2,651	16,648 - 48,804	27,257
Operational	317	334	334	17,489 - 72,845	29,730
TOTAL	3,354	3,411	3,352		

* Full-time equivalent (FTE) is a measure of human resource consumption based on average levels of employment. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work. FTEs are not subject to Treasury Board control, but are disclosed in Part III of the Estimates in support of personnel expenditure requirements specified in the Estimates.

Note: The current salary range column shows the salary ranges by occupations group at November 1, 1995. The average salary column reflects the estimated base salary costs, including allowance for collective agreements, annual increments, promotions and merit pay. Year-to-year comparison of averages may be affected by changes in the distribution of the components underlying the calculations.

Figure 79: Details of Personnel Requirements by Activity - Subject to the *Public Service Employment Act*

	FTE Estimates 1996/97	FTE Forecast 1995/96	FTE Actual 1994/95
Operations	1,390	1,244	1,275
Protective	85	83	88
Law Enforcement Services	688	698	725
Corporate Management	242	227	240
Administration	949	1,038	1,035
Total	3,354	3,290	3,363



Figure 80: Details of Personnel Requirements - Subject to the *RCMP Act*

	FTE Estimates 1996/97	FTE Estimates 1995/96	FTE Estimates 1994/95	Current Salary Range	Average Salary Provision 1996/97
Executive Group	65	63	67	79,300 - 155,800	92,834
Superintendent	109	124	139	81,806 - 86,068	84,196
Inspector	285	349	400	71,898 - 77,538	76,134
Staff Sergeant	771	837	923	63,935 - 65,909	65,462
Sergeant	1,703	1,770	1,875	58,532 - 60,283	60,044
Corporal	3,068	3,083	3,166	53,284 - 55,307	55,307
Constable	9,369	9,392	9,139	31,172 - 50,508	49,686
Civilian Member	1,774	1,839	1,853	25,411 - 128,900	46,378
Special Constable	177	186	186	30,369 - 82,872	50,591
TOTAL	17,321	17,643	17,748		

Figure 81: Details of Personnel Requirements by Activity - Subject to the *RCMP Act*

	FTE Estimates 1996/97	FTE Forecast 1995/96	FTE Actual 1994/95
Operations	12,377	12,147	12,269
Protective	1,464	1,362	1,467
Law Enforcement Services	2,169	2,213	2,275
Corporate Management	278	348	360
Administration	1,033	1,301	1,140
Total	17,321	17,371	17,511

3. Capital Expenditures

Figure 82 shows details of Major Capital Projects. This figure indicates the class of estimate (A, B, or C) and extent of Treasury Board approval, i.e. Preliminary Project Approval (PPA) or Effective Project Approval (EPA). The designation DA is used to denote Departmental Authority.

Figure 82: Details of Major Capital Projects

(thousands of dollars)	Previously Approved Total Cost	Currently Approved Total Cost	Forecast Expenditures to March 31, 1996	Estimates 1996/97	Future Year's Requirements
Major Capital Projects (Approved) with an Estimated Cost in Excess of \$250 thousand					
OPERATIONS					
<u>British Columbia</u>					
<i>Sub/Divisions</i>					
Prince George (DA)	0	2,549	0	412	2,137
Kamloops (DA)	0	4,346	74	272	4,000
Chilliwack ⁽³⁾ (DA)	2,590	2,095	2,088	7	0
<i>Detachments</i>					
Queen Charlotte (DA)	630	630	0	30	600
Hudson Hope (DA)	630	630	30	600	0
Atlin(Renovations)(DA)	0	300	0	300	0
Ganges (DA)	0	1,250	0	292	958
Sparwood (DA)	1,500	1,429	684	736	9
Valemount (DA)	1,420	1,490	1,136	353	1
McBride (DA)	0	650	50	600	0
<i>Equipment</i>					
Patrol Vessel (DA)	1,277	1,750	1,750	0	0
Int. Modernization of IBCCS System (DA)	5,000	5,000	610	1,000	3,390
Modernization of LMD Telecoms Systems (DA)	7,500	7,500	0	0	7,500
<u>Alberta</u>					
<i>Detachments</i>					
High Prairie (DA)	0	2,037	1,737	300	0



(thousands of dollars)	Previously Approved Total Cost	Currently Approved Total Cost	Forecast Expenditures to March 31, 1996	Estimates 1996/97	Future Year's Requirements
Major Capital Projects (Approved) with an Estimated Cost in Excess of \$250 thousand					
<i>Equipment</i>					
Modernization (DA)	3,000	3,000	0	0	3,000
OCC Amalgamation (DA)	0	2,300	0	1,300	1,000
<u>Saskatchewan</u>					
<i>Detachments</i>					
Indian Head (DA)	1,100	1,237	1,229	8	0
Rosetown (DA)	1,145	1,239	1,236	3	0
Broadview (DA)	1,100	1,100	100	1,000	0
Craik (DA)	0	1,200	0	100	1,100
Pierceland ⁽¹⁾ (DA)	1,100	635	0	55	580
Colonsay (DA)	0	680	60	40	580
Cutknife (DA)	715	715	660	55	0
Biggar (DA)	690	690	60	50	580
<i>Married Quarters</i>					
La Loche ⁽²⁾ (DA)	0	280	265	15	0
Pelican Narrows ⁽³⁾ (DA)	300	415	380	35	0
<i>Equipment</i>					
Modernization of Div. Telecoms System(DA)	880	880	0	440	440

(thousands of dollars)	Previously Approved Total Cost	Currently Approved Total Cost	Forecast Expenditures to March 31, 1996	Estimates 1996/97	Future Year's Requirements
Major Capital Projects (Approved) with an Estimated Cost in Excess of \$250 thousand					
<u>Manitoba</u>					
<i>Sub/Divisions</i>					
Dauphin	0	5,461	2,479	2,967	15
<i>Detachments</i>					
Little Grand Rapids	0	450	0	450	0
(DA)	0	450	0	450	0
Moose Lake (DA)	0	450	0	450	0
Nelson House (DA)					
<i>Married Quarters</i>					
Nelson House (DA)	0	500	0	500	0
<i>Equipment</i>					
Modernization of Division Telecoms System (DA)	2,000	2,000	0	430	1,570
<u>Ontario</u>					
<i>Sub/Divisions</i>					
Newmarket ⁽²⁾ (EPA)	18,866.7	18,093.8	17,540.8	553	0
London (DA)	0	648	0	648	0



(thousands of dollars)	Previously Approved Total Cost	Currently Approved Total Cost	Forecast Expenditures to March 31, 1996	Estimates 1996/97	Future Year's Requirements
Major Capital Projects (Approved) with an Estimated Cost in Excess of \$250 thousand					
<i>Equipment</i>					
<u>"Headquarters"</u>					
CIIDS Development (Phase II)(EPA)	3,886	3,886	700	558	2,628
CIIDS Implementation (EPA)	25,726	25,726	5,638	500	19,588
SPURS Development (DA)	1,291	1,291	850	400	41
SPURS Pilot (Phase II)(DA)	2,863	2,863	85	1,937	841
Violent Crime Link Analysis System (ViCLAS)(DA)	272	272	62	15	195
Canadian Electronic Key Management System (CEKMS) (DA)	760	760	300	300	160
DNA National Data Bank (DA)	472	472	389	4	79
RIBboN (EPA)	0	19,000	3,500	8,950	6,550
Mail Backbone (DA)	0	550	550	0	0
Currency Reading & Tracing System (CRATS)(DA)	0	2,308	58	2,250	0
Mobile Operating ROSS Support System (MORSS) (DA)	0	1,362	1,060	137	165
Criminal Analysis App. (DA)	0	1,883	65	240	1,578
Police Video Image Booking System (DA)	0	1,140	0	1,140	0

(thousands of dollars)	Previously Approved Total Cost	Currently Approved Total Cost	Forecast Expenditures to March 31, 1996	Estimates 1996/97	Future Year's Requirements
Major Capital Projects (Approved) with an Estimated Cost in Excess of \$250 thousand					
<u>"A" Division</u>					
RMOCCS (DA)	800	4,500	0	1,300	3,200
<u>"O" Division</u>					
Radio Replacement (DA)	4,200	4,200	950	1,400	1,850
<u>Quebec</u>					
<i>Detachments</i>					
Rouyn Noranda (DA)	0	1,800	0	400	1,400
<i>Equipment</i>					
Radio Network Modernization (DA)	500	500	0	0	500
Modernization (DA)	2,500	2,500	0	0	2,500
<u>Prince Edward Island</u>					
<i>Detachments</i>					
E. Prince/Summerside (DA)	1,450	1,502	177	1,325	0
<u>New Brunswick</u>					
<i>Detachments</i>					
Woodstock (DA)	0	1,500	0	100	1,400
<i>Equipment</i>					
Modernization (DA)	1,000	1,000	0	0	1,000



(thousands of dollars)	Previously Approved Total Cost	Currently Approved Total Cost	Forecast Expenditures to March 31, 1996	Estimates 1996/97	Future Year's Requirements
Major Capital Projects (Approved) with an Estimated Cost in Excess of \$250 thousand					
<i>Equipment</i>					
"J" & "H" Div. Voice Privacy Systemization (EPA)	3,030	3,030	891	100	2,039
<u>Nova Scotia</u>					
<i>Detachments</i>					
Sherbrooke (DA)	630	630	616	14	0
Antigonish (DA)	0	1,400	0	200	1,200
<i>Equipment</i>					
"J" & "H" Div. Voice Privacy Systemization (see New Brunswick above)					
Modernization of Div. Telecoms System (DA)	1,200	1,200	0	1,200	0
<u>Northwest Territories</u>					
<i>Detachments</i>					
Hall Beach ⁽³⁾ (DA)	850	1,350	50	1,300	0
Coral Harbour (DA)	0	850	0	50	800
<u>Newfoundland</u>					
<i>Detachments</i>					
Gander ⁽⁴⁾ (DA)	1,900	757	486	271	0

(thousands of dollars)	Previously Approved Total Cost	Currently Approved Total Cost	Forecast Expenditures to March 31, 1996	Estimates 1996/97	Future Year's Requirements
Major Capital Projects (Approved) with an Estimated Cost in Excess of \$250 thousand					
<i>Equipment</i>					
Consolidation of Div. Telecoms Sys. (DA)	2,700	2,700	0	850	1,850
Labrador Telecoms System (DA)	1,000	1,000	151	160	689
LAW ENFORCEMENT SERVICES					
<i>Laboratories</i>					
Ottawa, Ont. ⁽⁵⁾ (PPA)	14,480	17,159	1,273	9,103	6,783
<i>Equipment</i>					
Automated Criminal Intelligence Information System (ACIIS)(DA)	1,499	1,499	600	50	849
Ident 2000 (Criminal History File) (EPA)	9,267	9,267	0	1,500	7,767
Secure Information Processing System (SIPS) (DA)	1,200	565	565	0	0
Mainframe Upgrade (DA)	2,011	2,011	0	1,050	961
Workstation Replacement (DA)	9,686	9,686	2,200	1,875	5,611
Automated Tape Library (DA)	2,835	2,835	0	275	2,560
Disk Storage Replacement (DA)	4,557	4,557	635	690	3,232



(thousands of dollars)	Previously Approved Total Cost	Currently Approved Total Cost	Forecast Expenditures to March 31, 1996	Estimates 1996/97	Future Year's Requirements
Major Capital Projects (Approved) with an Estimated Cost in Excess of \$250 thousand					
LAW ENFORCEMENT SERVICES Cont'd.					
Mainframe Printers (DA)	591	300	0	300	0
Telecoms Sys. Replacement/95 (DA)	0	3,700	3,700	0	0
Telecoms Sys. Upgrades/95 (DA)	0	3,500	3,500	0	0
Telecoms Upgrades- Customs & Excise (DA)	0	2,055	785	635	635
<u>Aircraft</u>					
Fredericton, N.B. (DA) Replacement of Helicopter	0	1,800	0	1,800	0
Prince George, B.C. (DA) Replacement of King Air	0	3,000	3,000	0	0
Yellowknife, NWT (DA) Replacement of Aircraft	0	3,300	0	3,300	0
Aircraft Replacement Program (DA)	0	3,500	0	0	3,500

(thousands of dollars)	Previously Approved Total Cost	Currently Approved Total Cost	Forecast Expenditures to March 31, 1996	Estimates 1996/97	Future Year's Requirements
Major Capital Projects (Approved) with an Estimated Cost in Excess of \$250 thousand					
ADMINISTRATION					
<u>Division Headquarters</u>					
Edmonton, Alta. (EPA)	42,000	42,000	3,914	18,084	20,002
Whitehorse, Yukon ⁽³⁾ (DA)	1,850	3,000	57	200	2,743
Yellowknife, NWT ^(3,5) Ottawa, Ont. (Headquarters Complex Renovations)	2,740.4	8,610	610	7,000	1,000
Ottawa, Ont CPIC Bldg. Retrofit (DA)	0	19,946	2,611	2,000	15,335
	0	1,300	800	500	0
<u>Equipment</u>					
Assets Mgmt. System (DA)	663	663	0	100	563
Enhanced Human Resource Mgmt (PARADE)(DA)	595	595	595	0	0
Firearms Registration & Admin (DA)	0	770	0	770	0
<u>Training</u>					
Regina, Sask. ^(3,4) (EPA)(Firearms/ Range Extension)	5,842	6,415	4,288	1,000	1,127
Regina, Sask. (PPA) (Centralized Training Bldg.)	0	6,000	100	3,920	1,980

(1) - Reduced as a result of a new more
cost-effective design called level 2.

(2) - Tender result less than estimate.

(3) - Revised estimate.

(4) - Reduction in scope of work.

(5) - Increase in scope of work



(thousands of dollars)	Previously Approved Total Cost	Currently Approved Total Cost	Forecast Expenditures to March 31, 1996	Estimates 1996/97	Future Year's Requirements
SUMMARY					
Total Spending - Approved	206,629.1	321,377.8	76,212.8	92,804	152,361
Total Spending - Other Approved				2,123	
Total Spending- Planned Other				34,108	
Total Capital Program (Vote 40)				129,035	

Figure 83: Explanation of Significant Changes in Major Capital Project Cost Estimates

(thousands of dollars)	From Page	Previously Approved Total Cost	Currently Approved total Cost	Increase/ (Decrease)
Chilliwack, B.C.	154	2,590	2,095	(495)
Pierceland, Sask.	155	1,100	635	(465)
La Loche, Sask.	155	0	280	280
Pelican Narrows, Sask.	155	300	415	115
Newmarket, Ont.	156	18,866.7	18,093.8	(772.9)
Hall Beach, NWT	159	850	1,350	500
Gander, Nfld.	159	1,900	757	(1,143)
Ottawa, Ont. (Laboratories)	160	14,480	17,159	2,679
'A' Division RMOCCS	158	800	4,500	3,700
Whitehorse, Yukon	162	1,850	3,000	1,150
Yellowknife, NWT	162	2,740.4	9,610	6,869.6
Regina, Sask. (Firearms)	162	5,842	6,415	573
Secure Information Processing System (SIPS)	160	1,200	565	(635)
Mainframe Printers	161	591	300	(291)



4. Transfer Payments

Figure 84: Details of Grants and Contributions

(dollars)	Estimates 1996/97	Forecast 1995/96	Actual 1994/93
GRANTS			
<u>Administration</u>			
RCMP Veterans Association	1,900	2,019	4,224
International Association of Chiefs of Police	1,900	2,019	472
Survivors of members killed on duty	1,000,000	1,000,000	614,410
<u>Statutory</u>			
Pensions and Other Employee Benefits			
Pensions under the <i>RCMP Pension Continuation Act</i>	31,000,000	31,000,000	29,251,020
To compensate members of the RCMP for injuries received in the performance of duty	8,000,000	8,000,000	7,694,094
Pensions to families of members of the RCMP who have lost their lives while on duty	100,000	100,000	79,534
Total Grants	40,103,800	40,104,038	37,643,754
<u>Contributions</u>			
Contribution to non-RCMP candidates attending Canadian Police College courses	386,080	410,210	306,529
Total	40,489,880	40,514,248	37,950,283

5. Pensions and Employee Benefits

Figure 85: Details of Employee Benefit Plans

(thousands of dollars)	Estimates 1996/97	Forecast 1995/96	Actual 1994/95
<u>Subject to the RCMP Act</u>			
Government contributions to the Royal Canadian Mounted Police Superannuation Account (Chap. R-11-R.S. 1970).	135,404	132,827	125,887
Government Contributions under the Canada Pension Plan, Quebec Pension Plan and Unemployment Insurance Plan.	42,986	42,405	48,177
Total Employee Benefit Plans under the RCMP Act	178,390	175,232	174,064

Subject to the Public Service Employment Act

Government contributions to the Superannuation Account (Public Service Employees).	15,220	13,971	13,661
Total	193,610	189,203	187,725

6. Revenue

Revenues are received for providing police services to provinces, territories and municipalities under recently renewed agreements for 20 years, between Canada and eight provinces, two territories and 200 municipalities. The agreements have been negotiated according to the following cost-share ratios:

Provinces/territories:

70 percent provincial/territorial and 30 percent federal

Municipalities under 15,000 population:

70 percent municipal and 30 percent federal

Municipalities over 15,000 population:

90 percent municipal and 10 percent federal.

Under the negotiated terms of the policing agreements, the provinces, territories and municipalities do not pay for various items within the RCMP cost base. Such items include compensation claims, ex-gratia payments and legal fees paid on behalf of RCMP members, transfers between provinces in the case of the provinces and territories and all transfer costs in the case of municipalities, and all construction and acquisition of land costs. The provinces, territories and municipalities do not contribute to the operation of the RCMP Headquarters in Ottawa or the full employers' contribution



to the RCMP Superannuation Account for members employed on provincial, territorial and municipal policing services. In the case of the latter item, the policing agreements provide for a "pension panel" to be appointed to determine the full employers' contribution to the RCMP Superannuation Account and based on the panel's findings, the provinces, territories and municipalities will be obligated to pay the applicable cost-share ratio of this contribution commencing in fiscal year 1994/95.

Revenues are also received for the provision of Aboriginal Community Policing Services on certain larger reserves within contracting provinces and territories and from third party police departments and other federal departments for the provision of the Police Information Retrieval System (PIRS).

Figure 86: Revenue by Class

(dollars)	Estimates 1996/97	Forecast 1995/96	Actual 1994/95
Operations			
Community, Contract and Aboriginal Policing	721,219,000	721,148,000	719,934,970
Law Enforcement Services			
PIRS	3,461,000	3,461,000	3,788,921
Corporate Management			
Miscellaneous	40,000	40,000	0
Administration			
Miscellaneous	0	0	41,963
Revenue credited to the Vote	724,720,000	724,649,000	723,765,854
Revenue credited to the Consolidated Revenue Fund	18,000,000	18,000,000	18,239,222
Total	742,720,000	742,649,000	742,005,076

7. Net Cost of Program

The RCMP 1996/97 Estimates include only authorities to be voted and statutory authorities. Consideration on a full-cost basis must include services provided without charge. Details of such costs are outlined in Figure 87.

Figure 87: Net Cost of the Program for 1996/97

(thousands of dollars)					
	1996/97 Operating Expenditures	Add* Other Costs	Less Revenue**	Estimated Net Program Cost	
				1996/97	1995/96
Law Enforcement Program	1,925,760	221,722	742,720	1,404,762	1,523,016

*** Other costs of \$221,722 million consist of: (\$000's)**

Accommodation provided without charge by PWGSC	804
Accommodation provided without charge by PWC	9,241
Accommodation provided without charge by Transport Canada	6
Department of Justice services provided without charge	525
Pension and insurance paid by Treasury Board	65,698
Workers' Compensation services provided without charge	451
Accommodation provided without charge by RCMP	<u>144,997</u>
	221,722

**** Total 1996/97 revenues of \$742,720 million consist of:**

Receipts and revenues credited to the Vote 35

Provincial policing service agreements	420,011
Municipal policing service agreements	247,519
Northwest Territory policing service agreement	25,243
Yukon Territory policing service agreement	8,414
Police services to other departments	20,032
Police Information Retrieval System (PIRS)	3,461
Miscellaneous	<u>40</u>
	724,720

Receipts credited to Consolidated Revenue Fund 18,000

Total 742,720



B. Other Information

1. Listing of Major Federal Statutes

In relation to the following Federal Statutes, the Royal Canadian Mounted Police has a wide variety of law enforcement and protective responsibilities. The major statutes are as follows:

- Aeronautics Act
- Animal Pedigree Act
- Bank Act
- Bankruptcy Act
- Canada Elections Act
- Canada Grain Act
- Canada Pension Act
- Canada Shipping Act
- Canada Wheat Board Act
- Canadian Environmental Protection Act
- Canadian Human Rights Act (Sec. 59)
- Canadian Security Intelligence Service,
Part IV of CSIS Act (Security Offences Act)
- Citizenship Act
- Copyright Act
- Criminal Code
- Criminal Records Act
- Cultural Property Export & Import Act
- Customs Act
- Excise Act
- Explosives Act
- Export & Import Permits Act
- Fisheries Act
- Food & Drug Act
- Game Export Act
- Government Property Traffic Act
- Immigration Act
- Immunities Act (Schedules I and II)
- Income Tax Act
- Migratory Birds Convention Act
- Narcotic Control Act
- National Parks Act
- National Parole Act
- National Transportation Act
- Official Secrets Act
- Old Age Security Act
- Petroleum Administration Act
- Radiocommunication Act
- Railways Act
- Small Business Loan Act
- Trade Marks Act

Transportation of Dangerous Goods Act
Weights and Measures Act
Wild Animal and Plant Protection Act
Young Offenders Act

2. Listing of Formal Agreements Between the RCMP and Federal Government Departments

The RCMP has signed Memoranda of Understanding with the following federal government departments signifying a partnership role with each department or agency concerned. These agreements outline the purpose and the responsibility functions. Listed below are departments and agencies with which the RCMP has signed formal agreements:

Agriculture & Agri-Food Canada
Atlantic Canada Opportunities Agency
Atomic Energy Control Board
Auditor General of Canada
Bank of Canada
Canada Mortgage and Housing Corporation
Canada Post Corporation
Canadian Coast Guard
Canadian Heritage (Parks Canada)
Canadian Human Rights Commission
Canadian International Development Agency
Canadian National
Canadian Pacific Railway
Canadian Radio-Television and Telecommunications Commission
Canadian Security Intelligence Service
Canadian Transportation Safety Board
Canadian Wildlife Service
Citizenship and Immigration Canada
Civil Aviation Tribunal
Communications Security Establishment
Correctional Service Canada
Elections Canada
Environment Canada
Federal Court of Canada
Finance Canada
Fisheries & Oceans
Foreign Affairs and International Trade
Health Canada
House of Commons
Human Resources Development Canada
Immigration and Refugee Board
Indian & Northern Affairs Canada
Industry Canada
Justice Canada
National Archives of Canada



National Capital Commission
 National Defence
 National Energy Board
 National Film Board of Canada
 National Gallery of Canada
 National Museum of Science and Technology
 National Parole Board
 National Research Council Canada
 National Search and Rescue Program
 National Transportation Agency of Canada
 Natural Resources Canada
 Office of the Superintendent of Financial Institutions Canada
 Privy Council Office
 Public Archives Canada
 Public Service Commission of Canada
 Public Works & Government Services Canada
 Revenue Canada, Customs, Excise and Taxation
 Secretary of State of Canada
 Solicitor General Canada
 Statistics Canada
 Supreme Court of Canada
 Tax Court of Canada
 Transportation Safety Board of Canada
 Transport Canada
 Treasury Board
 Veterans Affairs Canada

3. Listing of Formal Agreements Between the RCMP and Provincial Governments

The RCMP has also signed formal agreements with the following Provincial Governments designating the RCMP as having the primary responsibility to investigate under the *Security Offences Act* within the province.

Attorney General of British Columbia
 Attorney General of Prince Edward Island
 Solicitor/Attorney General of Ontario
 Attorney General of Saskatchewan
 Attorney General of Alberta
 Attorney General of Nova Scotia
 Solicitor General of New Brunswick
 Attorney General of Newfoundland
 Attorney General of Manitoba

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131, 132 Équité en matière d'emploi

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94 Étude de modèles de police

31-34 Étude du programme de conversion des postes policiers en postes civils

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Procureur général de la Colombie-Britannique
Procureur général de l'Île-du-Prince-Édouard
Procureur/Solliciteur général de l'Ontario
Procureur général de la Saskatchewan
Procureur général de l'Alberta
Procureur général de la Nouvelle-Écosse
Solliciteur général du Nouveau-Brunswick
Procureur général de Terre-Neuve
Procureur général du Manitoba

La GRC a également signé des ententes officielles avec les gouvernements provinciaux suivants. En vertu de ces ententes la GRC est le principal service chargé d'enquêter en vertu de la *Loi sur les infractions en matière de sécurité* sur le territoire de la province concernée.

3. Liste des ententes officielles entre la GRC et les gouvernements provinciaux

Garde côtière canadienne
Groupe communication Canada
Industrie Canada
Justice Canada
Office national des transports du Canada
Office national de l'énergie
Patrimoine canadien (Parcs Canada)
Pêches et Océans
Programme national de recherches et sauvetage
Ressources naturelles Canada
Revenu Canada, Accise, Douanes et Impôt
Santé Canada
Secrétariat d'État du Canada
Service canadien du renseignement de sécurité
Service correctionnel Canada
Service canadien de la faune
Société canadienne des ports
Société canadienne des postes
Solliciteur général Canada
Statistique Canada
Transports Canada
Travaux publics et services gouvernementaux Canada
Tribunal de l'aviation civile
Vérificateur général du Canada

Loi sur les prêts aux petites entreprises
 Loi sur les marques de commerce
 Loi sur le transport des marchandises dangereuses
 Loi des poids et mesures
 Loi sur la protection d'espèces animales ou végétales sauvages
 Loi sur les jeunes contrevenants

2. Liste des ententes officielles entre la GRC et les ministères du gouvernement fédéral

La GRC a signé des protocoles d'entente avec les ministères et organismes fédéraux suivants en vue de l'application conjointe de dispositions particulières de la loi fédérale en cause. Ces ententes font état des buts et des responsabilités des parties concernées. On trouvera ci-après la liste des ministères et agences avec lesquels la GRC a signé des ententes officielles.

Affaires étrangères et du Commerce international
 Affaires indiennes et du Nord Canada
 Agence canadienne de développement international
 Agriculture et Agro-alimentaire Canada
 Anciens combattants Canada
 Archives nationales du Canada
 Banque du Canada
 Bureau de la sécurité des transports Canada
 Bureau du Conseil privé
 Bureau du surintendant des institutions financières Canada
 Canadien National
 Canadien Pacifique
 Centre de sécurité des télécommunications
 Chambre des communes
 Citoyenneté et Immigration Canada
 Commission canadienne des droits de la personne
 Commission de la Capitale nationale
 Commission de la Fonction publique du Canada
 Commission de l'immigration et du statut de réfugié
 Commission nationale des libérations conditionnelles
 Conseil de la radiodiffusion et des télécommunications canadiennes
 Conseil du Trésor du Canada
 Conseil national de recherches Canada
 Cour canadienne de l'impôt
 Cour fédérale du Canada
 Cour Suprême du Canada
 Défense nationale
 Développement des ressources humaines Canada
 Elections Canada
 Environnement Canada
 Finances Canada



1. Liste des principales lois fédérales

La Gendarmerie royale du Canada assume une grande part de responsabilité dans l'application des lois fédérales suivantes :

B. Autres renseignements

Lois sur l'aéronautique
Loi sur la généalogie des animaux
Loi sur les banques
Loi sur la faillite
Loi électorale du Canada
Loi sur les grains du Canada
Loi sur le régime de pensions du Canada
Loi sur la marine marchande du Canada
Loi sur la Commission canadienne du blé
Loi canadienne sur la protection de l'environnement
Loi canadienne sur les droits de la personne (art. 59)
Loi sur le Service canadien du renseignement de sécurité, Partie IV
(Loi sur les infractions en matière de sécurité)
Loi sur la citoyenneté
Loi sur le droit d'auteur
Code criminel
Loi sur le casier judiciaire
Loi sur l'exportation et l'importation de biens culturels
Loi sur les douanes
Loi sur l'accise
Loi sur les explosifs
Loi sur les licences d'exportation et d'importation
Loi sur les allocations familiales
Loi sur les pêcheries
Loi des aliments et drogues
Loi sur l'exportation du gibier
Loi relative à la circulation sur les terrains du gouvernement
Loi sur l'immigration
Loi sur les privilèges et immunités diplomatiques et consulaires (annexes I et II)
Loi de l'impôt sur le revenu
Loi sur la Convention concernant les oiseaux migrateurs
Loi sur les stupéfiants
Loi sur les parcs nationaux
Loi nationale de la libération conditionnelle
Loi sur les transports nationaux
Loi sur les secrets officiels
Loi sur la sécurité de la vieillesse
Loi sur l'administration du pétrole
Loi sur la radio
Loi sur les chemins de fer

7. Coût net du programme

Le Budget des dépenses de 1996-1997 de la GRC ne comprend que les autorisations portées aux crédits et les autorisations législatives. Une description complète du coût du programme doit tenir compte des services fournis gratuitement. Les détails de ces coûts figurent au Tableau 87 ci-dessous.

Tableau 87 : Coût net du programme en 1996-1997

(en milliers de dollars)	1996-1997	Plus*	Moins les autres coûts	recettes**	1996-1997	net du programme	1995-1996
Programme des services judiciaires	1 925 760	221 722	742 720	1 404 762	1 523 016		

* Les autres coûts de 221 722 000 \$ comprennent :

les locaux fournis gratuitement par TPSCG	804
les locaux fournis gratuitement par TPC	9 241
les locaux fournis gratuitement par Transports Canada	6
les services fournis gratuitement par le ministère de la Justice	525
les pensions et assurances payées par le Conseil du Trésor	65 698
les services fournis gratuitement par l'indemnisation des travailleurs	451
les locaux fournis gratuitement par la GRC	144 997
	221 722

** Les recettes totales de 742 720 millions de dollars en 1996-1997 comprennent :

Les recettes à valoir sur le crédit 35

ententes de services de police provinciale	420 011
ententes de services de police municipale	247 519
entente de police avec les Territoires du Nord-Ouest	25 243
entente de services de police avec le Yukon	8 414
services de police offerts à d'autres ministères	20 032
Système de récupération de renseignements judiciaires (SRRJ)	3 461
divers	40
	724 720

Les recettes portées au revenu consolidé

Total

742 720

18 000



(en dollars)		Budget de	Prévision	Chiffres réels
		1996-1997	1995-1996	1994-1995
Police opérationnelle	Service de police communautaires, contractuels et autochtones	721 219 000	721 148 000	719 934 970
	Services judiciaires	3 461 000	3 461 000	3 788 921
Gestion générale	Divers	40 000	40 000	0
	Administration	0	0	41 963
Recettes portées au revenu consolidé	Recettes à valoir sur le crédit	724 720 000	724 649 000	723 765 854
		18 000 000	18 000 000	18 239 222
Total		742 720 000	742 649 000	742 005 076

Tableau 86 : Recettes par catégorie

On tire également des recettes de la prestation de services de police sociopréventifs et autochtones dans certaines grandes réserves à l'intérieur de provinces ou de territoires contractants, ainsi que l'utilisation du Système de récupération de renseignements judiciaires (SRRJ) par d'autres services de police et ministères fédéraux.

D'après les ententes négociées, les provinces, territoires et municipalités n'ont pas à payer certains éléments du coût de base, tels que les indemnités, les paiements forfaitaires et les honoraires d'avocat versés pour le compte de membres de la GRC, les coûts des mutations entre provinces ou territoires, ou d'une municipalité à une autre, et tous les coûts de construction et d'acquisition de terrains. Les provinces, territoires et municipalités ne paient pas pour l'exploitation de la Direction générale de la GRC à Ottawa et ne contribuent pas à titre d'employeurs au compte de pension de retraite de la GRC pour les membres affectés à des services de police provinciale, territoriale ou municipale. Les ententes de police prévoient la création de «comités sur les pensions» chargés de déterminer la contribution totale de l'employeur au compte des pensions de la GRC, dont les provinces, territoires et municipalités devront payer la part que relève de leur responsabilité suivant les ententes, et ce à compter de l'année financière 1994-1995.

5. Pensions et régimes d'avantages sociaux

Tableau 85 : Ventilation des régimes d'avantages sociaux des employés

(en milliers de dollars)			
Budget de	Prévision	1996-1997	1995-1996
			1994-1995
Suivant la Loi sur la GRC			
Contributions du gouvernement au compte de pension de retraite de la Gendarmerie royale du Canada (Chap. R-11, (S.R.C. 1970)	135 404	132 827	125 887
Contributions à part égale du gouvernement aux régimes, de pension du Canada et du Québec ainsi qu'au fonds de l'Assurance-chômage	42 986	42 405	48 177
Total des régimes d'avantages sociaux suivant la Loi sur la GRC	178 390	175 232	174 064
Suivant la Loi sur l'emploi dans la fonction publique			
Contributions du gouvernement au compte de pension de retraite des employés de la fonction publique	15 220	13 971	13 661
Total	193 610	189 203	187 725

6. Recettes

Les recettes proviennent de la prestation de services de police à des provinces, territoires et municipalités, aux termes d'ententes, renouvelées dernièrement pour une période de vingt ans, entre le Canada et huit provinces, deux territoires et 200 municipalités. Suivant les ententes conclues, les coûts totaux seront partagés de la façon suivante :

Provinces et territoires :
 70 p. 100 pour la province ou le territoire et 30 p. 100 pour le fédéral
 Municipalités de moins de 15 000 habitants
 70 p. 100 pour la municipalité et 30 p. 100 pour le fédéral
 Municipalités de plus de 15 000 habitants
 90 p. 100 pour la municipalité et 10 p. 100 pour le fédéral

4. Paiements de transfert

Tableau 84 : Ventilation des subventions et contributions

(en dollars)			
SUBVENTIONS			
	Budget de	Prévision	Dépenses réelles
	1996-1997	1995-1996	1994-1993
Administration			
Association des anciens de la GRC	1 900	2 019	4 224
Association internationale des chefs de police	1 900	2 019	472
Survivants des membres tués dans l'exercice de leurs fonctions	1 000 000	1 000 000	614 410
Législatif			
Pensions et autres prestations des employés			
Pensions aux termes de la Loi sur la continuation des pensions de la GRC	31 000 000	31 000 000	29 251 020
Indemnisation des membres de la GRC pour blessures reçues dans l'exercice de leurs fonctions	8 000 000	8 000 000	7 694 094
Pensions aux familles des membres de la GRC qui ont perdu la vie dans l'exercice de leurs fonctions	100 000	100 000	79 534
Total des subventions	40 103 800	40 104 038	37 643 754
Contributions			
Contributions pour des élèves du Collège canadien de police qui ne font pas partie de la GRC	386 080	410 210	306 529
Total	40 489 880	40 514 248	37 950 283



Tableau 83 : Explication des changements importants apportés aux prévisions des coûts des grands projets d'immobilisations

(en milliers de dollars)	page	Coût total approuvé précédemment	Coût total approuvé actuellement	Augmentation/ (réduction)
Chilliwack (C.-B.)	161	2 590	2 095	(495)
Pierceland (Sask.)	162	1 100	635	(465)
La Loche (Sask.)	162	0	280	280
Pelican Narrows (Sask.)	162	300	415	115
Newmarket (Ont.)	163	18 866,7	18 093,8	(772,9)
Hall Beach (T.N.-O.)	166	850	1 350	500
Gander (T.-N.)	166	1 900	757	(1 143)
Ottawa (Ont) (Laboratoires)	167	14 480	17 159	2 679
Divison A - RMOCCS	165	800	4 500	3 700
Whitehorse (Yukon)	169	1 850	3 000	1 150
Yellowknife (T.N.-O.)	169	2 740,4	9 610	6 869,6
Regina (Sask.) (installations de tir)	169	5 842	6 415	573
Système de traitement de l'information protégée (STIP)	167	1 200	565	(635)
Imprimantes de l'ordinateur central	168	591	300	(291)



(en milliers de dollars)	Coût total approuvé précédemment	Coût total approuvé actuellement	Dépenses prévues au 31 mars 1996	Budget de 1996-1997	Besoins futurs
SOMMAIRE					
Dépenses totales approuvées	206 629,1	321 377,8	76 212,8	92 804	152 361
Dépenses totales - autres approuvées				2 123	
Dépenses totales prévues - autres				34 108	
Programme d'immobilisations total (Crédit 40)				129 035	

(1) - Réduit à cause d'un nouveau modèle de niveau 2.
(2) - Prix de la soumission plus bas que prévu.

(3) - Montant révisé.
(4) - Réduction de l'ampleur du travail.
(5) - Augmentation de l'ampleur du travail.

(en milliers de dollars)	Coût total approuvé précédemment	Coût total approuvé actuellement	Dépenses prévues au 31 mars 1996	Budget de 1996-1997	Besoins futurs
Grands projets d'immobilisations (approuvés) dont le coût estimatif est supérieur à 250 000 \$					
ADMINISTRATION					
Quartiers généraux divisionnaires	42 000	42 000	3 914	18 084	20 002
Edmonton (Alb.) (AF) Whitehorse (Yukon) (AD) Yellowknife (TN-0) (3,5)	1 850	3 000	57	200	2 743
Ottawa (Ontario) (renovations au Complexe de la DG)	0	19 946	2 611	2 000	15 335
Ottawa (Ontario) (amélioration de l'immeuble du CIPC) (AD)	0	1 300	800	500	0
Équipement					
Syst. de gestion des biens (AD)	663	663	0	100	563
Syst. amélioré de gestion de ress. humaines (PARADE) (AD)	595	595	595	0	0
Syst. d'administration et d'enregistrement des armes à feu (AD)	0	770	0	770	0
Formation					
Regina (Sask.) (AF) (Agrandissement des inst. de tir) Regina (Sask.) (AP) (Locaux de formation centralisée)	5 842	6 415	4 288	1 000	1 127
0	0	6 000	100	3 920	1 980



(en milliers de dollars)	Coût total approuvé précédemment	Coût total approuvé actuellement	Dépenses prévues au 31 mars 1996	Budget de 1996-1997	Besoins futurs
Grands projets d'immobilisations (approuvés) dont le coût estimatif est supérieur à 250 000 \$					
SERVICES JUDICIAIRES					
Imprimante de l'ordinateur central (AD)					
Remplacem. des syst. de télécomm. (AD)	591	300	0	300	0
Perfectionnement des syst. de télécomm. (AD)	0	3 700	3 700	0	0
Amélioration des systèmes de télécommunications- Douanes et Accise (AD)	0	3 500	3 500	0	0
Aéronefs	0	2 055	785	635	635
Fredericton (N-B)(AD) Remplacement d'un hélicoptère	0	1 800	0	1 800	0
Prince George (C-B)(AD) Remplacement de l'appareil King Air	0	3 000	3 000	0	0
Yellowknife (T.N.-O.)(AD) Remplacement d'un aéronef	0	3 300	0	3 300	0
Aéronefs Programme de remplace- ment des aéronefs (AD)	0	3 500	0	0	3 500

(en millier de dollars)	Coût total approuvé précédemment	Coût total approuvé actuellement	Dépenses prévues au 31 mars 1996	Budget de 1996-1997	Besoins futurs
Grand projets d'immobilisations (approuvés) dont le coût estimatif est supérieur à 250 000 \$					
<i>Équipement</i>					
Intégration du syst. de télécomm. de la div. (AD)	2 700	2 700	0	850	1 850
Syst. de télécomm. du Labrador (AD)	1 000	1 000	151	160	689
SERVICES JUDICIAIRES					
Laboratoires					
Ottawa, Ont. ⁽⁵⁾ (AP)	14 480	17 159	1 273	9 103	6 783
<i>Équipement</i>					
Système automatisé de renseignements sur la criminalité (ACIIS)(AD)	1 499	1 499	600	50	849
Ident 2000 (Fichier des antécédents criminels)(AF)	9 267	9 267	0	1 500	7 767
Systèmes de traitement de l'information protégée (STIP)(AD)	1 200	565	565	0	0
Perfectionnement de l'unité centrale (AD)	2 011	2 011	0	1 050	961
Remplacem. des postes de trav. (AD)	9 686	9 686	2 200	1 875	5 611
Banque automatisée (AD)	2 835	2 835	0	275	2 560
Remplacem. de la mémoire à disques (AD)	4 557	4 557	635	690	3 232



(en millier de dollars)	Grand projets d'immobilisations (approuvés) dont le coût estimatif est supérieur à 250 000 \$					Dépenses prévues au 31 mars 1996	Budget de 1996-1997	Besoins futurs
		Coût total approuvé précédemment	Coût total approuvé actuellement	Coût total approuvé précédemment	Coût total approuvé actuellement			
(en millier de dollars)	Équipement Système de la protection des conversations - Div. J et H (AF)	3 030	3 030	3 030	3 030	891	100	
	Nouvelle-Écosse Détachements Sherbrooke (AD) Antigonish (AD)	630	630	630	1 400	616	14	2 039
	Équipement Système de la protection des conversations - Div. J et H (voir Nouveau- Brunswick ci-dessus) Modernisation du syst. de télécomm. de la div. (AD)	1 200	1 200	1 200	1 200	0	1 200	0
	Territoires du Nord-Ouest Détachements Hall Beach (3)(AD) Coral Harbour (AD)	850	1 350	850	1 350	50	1 300	800
	Terre-Neuve Détachement Gander (4)(AD)	1 900	757	1 900	757	486	271	0

(en millier de dollars)	Coût total approuvé précédemment	Coût total approuvé actuellement	Dépenses prévues au 31 mars 1996	Budget de 1996-1997	Besoins futurs
Grand projets d'immobilisations (approuvés) dont le coût estimatif est supérieur à 250 000 \$					
Division A	800	4 500	0	1 300	3 200
RMOCSS (AD)					
Division O					
Remplacemement de radios (AD)	4 200	4 200	950	1 400	1 850
Québec					
Détachements					
Rouyn-Noranda (AD)	0	1 800	0	400	1 400
Équipement					
Modernisation du réseau radiophonique (AD)	500	500	0	0	500
Modernisation de la div. (AD)	2 500	2 500	0	0	2 500
Ile-du-Prince-Édouard					
Détachement					
East Prince/Summerside (AD)	1 450	1 502	177	1 325	0
Nouveau-Brunswick					
Détachement					
Woodstock (AD)	0	1 500	0	100	1 400
Équipement					
Modernisation (AD)	1 000	1 000	0	0	1 000



(en millier de dollars)	Grand projets d'immobilisations (approuvés) dont le coût estimatif est supérieur à 250 000 \$	Équipement				Direction générale				CIIDS - Élaboration (Phase II) (AF)	CIIDS - Mise en oeuvre (AF)	SURS - Élaboration (AD)	SURS - Pilote (Phase II)(AD)	Système d'analyse des liens entre les crimes de violence (SALCV)(AD)	Système canadien de gestion de clés électroniques (SCGCE)(AD)	Banque de données nationale sur l'ADN (AD)	Ribbon (AF)	Réseau de courrier électronique (AD)	Système de lecture et de dépistage des billets de banque (CRATS)(AD)	Système de soutien aux opérateurs mobiles du ROSS (MORSS)(AD)	Système d'analyses criminelles (AD)	Système VIBS (AD)		
Coût total approuvé précédemment	Coût total approuvé actuellement	Dépenses 31 mars 1996	Budget de 1996-1997	Besoins futurs	3 886	25 726	1 291	2 863	272	760	472	0	0	0	2 308	1 362	1 883	1 140	550	58	1 060	65	0	0
		700	558	2 628		25 726	1 291	2 863	272	760	472	0	0	0	2 308	1 362	1 883	1 140	550	58	1 060	65	0	0
			500	19 588		500	400	850	62	300	389	4	8 950	0	2 250	137	240	1 140						
			1 937	841		1 937	41	841	15	300														

(en millier de dollars)	Coût total approuvé précédemment	Coût total approuvé actuellement	Dépenses 31 mars 1996 prévues au	Budget de 1996-1997	Besoins futurs
Grand projets d'immobilisations (approuvés) dont le coût estimatif est supérieur à 250 000 \$					
Manitoba					
<i>Sous-division</i>					
Dauphin	0	5 461	2 479	2 967	15
<i>Détachements</i>					
Little Grand Rapids (AD)	0	450	0	450	0
Moose Lake (AD)	0	450	0	450	0
Nelson House (AD)	0	450	0	450	0
<i>Logements familiaux</i>					
Nelson House (AD)	0	500	0	500	0
<i>Équipement</i>					
Modernisation du syst. de télécomm. de la div. (AD)	2 000	2 000	0	430	1 570
Ontario					
<i>Sous-divisions</i>					
Newmarket ⁽²⁾ (AF)	18 866,7	18 093,8	17 540,8	553	0
London (AD)	0	648	0	648	0



(en millier de dollars)	Coût total approuvé précédemment	Coût total approuvé actuellement	Dépenses prévues au 31 mars 1996	Budget de 1996-1997	Besoins futurs
Grand projets d'immobilisations (approuvés) dont le coût estimatif est supérieur à 250 000 \$					
<i>Équipement</i>	3 000	3 000	0	0	3 000
Modernisation (AD)					
Fusion de STO (AD)	0	2 300	0	1 300	1 000
Saskatchewan					
<i>Détachements</i>					
Indian Head (AD)	1 100	1 237	1 229	8	0
Rosetown (AD)	1 145	1 239	1 236	3	0
Broadview (AD)	1 100	1 100	100	1 000	0
Craik (AD)	0	1 200	0	100	1 100
Pierceland ⁽¹⁾ (AD)	1 100	635	0	55	580
Colonsay (AD)	0	680	60	40	580
Cutknife (AD)	715	715	660	55	0
Biggar (AD)	690	690	60	50	580
<i>Logements familiaux</i>					
La Loche ⁽²⁾ (AD)	0	280	265	15	0
Pelican Narrows ⁽³⁾ (AD)	300	415	380	35	0
<i>Équipement</i>					
Modernisation du syst. de télécomm. de la div. (AD)	880	880	0	440	440

Tableau 82: Ventilation des grands projets d'immobilisations

(en millier de dollars)	précédemment approuvé	Coût total approuvé actuellement	Dépenses prévues au 31 mars 1996	Budget de 1996-1997	Besoins futurs
<p>Grand projets d'immobilisations (approuvés) dont le coût estimatif est supérieur à 250 000 \$</p> <p>POLICE OPÉRATIONNELLE</p> <p>Colombie-Britannique</p> <p>Sous-divisions</p>	0	2 549	0	412	2 137
	0	4 346	74	272	4 000
	2 590	2 095	2 088	7	0
	Détachements				
	630	630	0	30	600
	Hudson Hope (AD)		30	600	0
	Queen Charlotte (AD)		0	30	0
	Atlin (renovations)(AD)	300	0	300	0
	Ganges (AD)	1 250	0	292	958
	Sparwood (AD)	1 429	684	736	1
<p>Équipement</p> <p>Bateau de patrouille (AD)</p> <p>Modernisation du syst. IBCCS -Intérieur (AD)</p> <p>Modernisation du syst. de télécomm. (AD)</p> <p>Alberta</p> <p>Détachements</p>	0	650	50	600	0
	1 420	1 490	1 136	353	0
	5 000	5 000	610	1 000	3 390
	7 500	7 500	0	0	7 500
	Détachements				
	1 277	1 750	1 750	0	0
	High Prairie (AD)	2 037	1 737	300	0
	Détachements				
	0				



3. Dépenses en capital

Le tableau 82 présente les détails des grands projets d'immobilisations. Les renseignements fournis précisent le type d'estimation (A, B ou C) et le degré d'approbation obtenu par le Conseil du Trésor (AP - approbation provisoire ou AF - approbation finale). Les projets aux fins desquels des autorisations ont été déléguées au ministère portent la mention «AD».

Total	17 321	17 371	17 511
Police opérationnelle	12 377	12 147	12 269
Protection	1 464	1 362	1 467
Services judiciaires	2 169	2 213	2 275
Gestion générale	278	348	360
Administration	1 033	1 301	1 140
ETP	Budget de 1996-1997	ETP	Chiffres réels 1994-1995

Tableau 81 : Besoins en personnel assujéti à la Loi sur la GRC, par activité

Total	17 321	17 643	17 748
Cadre supérieur	65	63	67
Surintendant	109	124	139
Inspecteur	285	349	400
Sergent d'état-major	771	837	923
Sergent	1 703	1 770	1 875
Caporal	3 068	3 083	3 166
Gendarme	9 369	9 392	9 139
Membre civil	1 774	1 839	1 853
Gendarme spécial	177	186	186
ETP	Budget de 1996-1997	ETP	Budget de 1994-1995
Échelle	provisoire	actuelle	provisoire
Salaires	1996-1997	1995-1996	1994-1995

Tableau 80 : Besoins en personnel assujéti à la Loi sur la GRC

2. Besoins en personnel

Tableau 78 : Besoins en personnel assujetti à la Loi sur l'emploi dans la fonction publique

Salaires	Échelle salariale actuelle	ETP*	Budget de 1995-1996	Budget de 1994-1995	ETP*	Échelle salariale provisoire 1996-1997
Direction	63 300 - 128 900	1	1	1	1	-
Scientifique et professionnel	19 270 - 128 900	26	29	29	29	55 858
Administration et Services à l'étranger	14 810 - 79 497	282	278	278	278	44 167
Technique	14 089 - 88 992	60	59	59	59	38 470
Soutien administratif	16 648 - 48 804	2 668	2 710	2 651	2 651	27 257
Opérations	17 489 - 72 845	317	334	334	334	29 730
Total		3 354	3 411	3 352	3 352	

* L'expression «équivalent de temps plein» désigne la mesure de l'utilisation des ressources humaines fondée sur les niveaux moyens d'emploi. L'ETP indique le nombre d'heures de travail fournies par l'employé chaque semaine, à l'aide du coefficient des heures de travail désignées par les heures de travail régulières. Les ETP ne sont pas assujettis au contrôle du Conseil du Trésor, mais il en est fait état dans la Partie III du Budget des dépenses au regard des besoins en dépenses de personnel indiqués dans le Budget des dépenses.

Nota : La colonne «échelle salariale actuelle» renferme les échelles de traitement par groupe professionnel, en vigueur le 1^{er} novembre 1995. La colonne «salaire moyen» indique les coûts salariaux de base estimatifs y compris la provision pour les conventions collectives, les augmentations annuelles, les promotions et la rémunération au mérite. Il se peut que les comparaisons d'une année à l'autre soient modifiées par les changements qui surviennent au chapitre de la répartition des éléments qui sous-tendent les calculs.

Tableau 79 : Besoins en personnel assujetti à la Loi sur l'emploi dans la fonction publique, par activité

ETP	Budget de 1996-1997	ETP	Prévision 1995-1996	Chiffres réels 1994-1995
Police opérationnelle	1 390	1 244	1 275	88
Protection	85	83	725	240
Services judiciaires	688	698	1 035	3 363
Gestion générale	242	227		
Administration	949	1 038		
Total	3 354	3 290		

Section III

Renseignements supplémentaires

A. Profil des ressources du programme

1. Besoins financiers par article

Tableau 77 : Ventilation des besoins financiers par article

(en milliers de dollars)			
Budget de	Dépenses prévues	Dépenses réelles	
1996-1997	1995-1996	1994-1995	
Personnel			
Salaires et traitements	1 183 169	1 198 271	
Contributions aux régimes de			
prestation des employés	146 798	139 548	
Autres frais en personnel	42 405	48 177	
	1 372 372	1 385 996	
Biens et services			
Transport et communications	122 899	109 678	
Information	592	542	
Services professionnels et spéciaux	111 424	99 435	
Locations	40 845	36 443	
Frais de réparation et d'entretien	42 849	38 224	
Services publics, matériel et approvisionnements	84 649	75 544	
Dépenses en capital secondaires*	0	0	
Autres subventions et paiements	52 092	46 473	
	455 350	406 339	
	1 756 235	1 792 335	
Capital			
Dépenses en capital secondaires*	47 434	45 626	
Dépenses en capital contrôlées**	129 035	128 277	
	182 440	173 903	
Paiements de transfert	40 490	37 950	
Dépenses totales	1 925 760	2 004 188	
Moins : Recettes à valoir sur le crédit	724 720	723 766	
Total des dépenses du programme	1 201 040	1 280 422	

* Le facteur "Dépenses en capital secondaires" correspond au montant qui reste après que le montant des dépenses en capital a été décidé. D'après les principes qui sous-tendent le budget de fonctionnement, ces ressources sont censées être interchangeables avec les dépenses touchant le personnel et celles qui concernent les biens et services. Pour l'année financière 1996-1997, les dépenses en capital secondaires seront incluses dans le crédit 35.

** Le facteur "Dépenses en capital contrôlées" doit contenir les dépenses budgétaires associées aux éléments suivants : acquisitions de terrains, de structure et d'ouvrage de génie civil; l'acquisition ou la création d'autres éléments d'actif considérés indisponibles à l'exécution du programme, et les transformations ou modifications apportées à des éléments d'actifs, qui en prolongent la durée de vie utile ou en changent les caractéristiques de rendement.



une déstructuration de la structure organisationnelle et encourager la gestion de risque par la délégation de pouvoirs décisionnels aux employés. Malgré la réduction du personnel de gestion, le service offert par la GRC continuera de respecter et même de dépasser les normes de service minimales approuvées par le Commissaire.

Tableau 76 : Mesures de dotation - Personnel officier

	1991-1992	1992-1993	1993-1994	1994-1995	1995-1996**
Départs à la retraite	34	32	42	62	85
Nouvelles nominations	38	42	35	21	14
Mesures de dotation	218	211	206	270	250
Entrevues de la CEAQ	157	94	79	75	*
* PAO annulé.					
** Prévisions.					



d'officier responsable de la Police criminelle, en facilitant la consultation à ce sujet avec les procureurs ou les solliciteurs généraux, conformément aux ententes policières conclues avec les provinces et les territoires.

La Direction s'occupe également de la coordination et de la surveillance du Programme des aspirants officiers (PAO), qui sert au recrutement des officiers parmi les sous-officiers. On a entrepris une étude approfondie du PAO et de nombreuses consultations ont été effectuées jusqu'à maintenant à la GRC. La nouvelle structure du programme a été approuvée et on a déjà commencé à élaborer des instruments d'évaluation et à formuler des modifications aux politiques et méthodes. Le PAO révisé coûtera moins cher à administrer, donnera un meilleur aperçu des qualités d'officier et sera justifiable au plan légal et conforme à la politique actuelle du gouvernement. Le nouveau programme suivra un cycle biennal, plutôt qu'annuel, qui commencera en 1996-1997. Ces modifications ainsi que les autres qui seront apportées par la suite devraient entraîner des économies globales d'environ 100 000 \$ à chaque deux ans.

Les systèmes d'avancement des officiers (surintendants à sous-commissaires) ainsi que des membres civils de grade équivalent sont actuellement à l'étude. Les changements proposés sont supposés réduire les coûts d'administration, aider à prédire les compétences et offrir un système d'avancement justifiable au plan légal et conforme à la politique du gouvernement. Toutes les modifications aux systèmes d'avancement font ressortir les valeurs de l'organisation, dont l'adoption de la police communautaire comme modèle de prestation des services. Ces initiatives devraient être terminées en 1996-1997.

Le personnel de la Direction du personnel officier a consacré une bonne partie de son temps à replacer les membres aux niveaux de la gestion supérieure et de la direction qui ont été touchés par les réductions de postes. Tous les membres qui ont refusé jusqu'ici de se prévaloir des dispositions de la Directive sur le réaménagement des effectifs, ou de dispositions semblables pour le niveau de direction, ont été remplacés de façon satisfaisante ou devraient l'être dans un délai raisonnable. Il en sera ainsi jusqu'à ce que toutes les réductions d'effectifs et la restructuration à la GRC soient terminées.

On songe à apporter des modifications à la *Loi sur la GRC* afin de ne plus avoir à obtenir chaque année quelque 120 décrets sanctionnant l'avancement ou la retraite des officiers. Les modifications proposées élimineraient beaucoup de paperasserie et de formalités administratives à l'interne comme à l'externe.

Au mois d'octobre 1995, la GRC comptait en tout 561 officiers et personnes détenant un grade équivalent, soit 482 officiers membres réguliers, 78 membres civils et un gendarme spécial. Le Tableau 76 indique le nombre d'officiers membres réguliers qui ont pris leur retraite, le nombre de sous-officiers passés au rang d'officier, le nombre de mesures de dotation qui ont été prises pour les catégories de la direction et de la gestion supérieure et le nombre de candidats interviewés par la Commission d'évaluation des aspirants officiers (CEAO). Le nombre de nominations au grade d'officier a diminué régulièrement depuis 1992-1993 et ne dépasse plus celui des départs à la retraite. Ce changement est attribuable à l'examen des programmes ainsi qu'au projet de renouvellement organisationnel. La réduction du personnel au niveau de gestion devrait entraîner

Personnel officier

La Direction du personnel officier offre au Commissaire un service centralisé en matière de personnel pour la nomination, la promotion, la formation et la planification de la carrière de tous les officiers brevetés de la GRC (inspecteurs à sous-commissaires) et des membres civils de grade équivalent. Elle aide aussi le Commissaire à combler les postes de commandant divisionnaire et

Prime au bilinguisme : Ce projet touche à sa fin. Seuls environ 50 membres actifs et un peu plus de 100 anciens membres n'ont pas reçu le paiement rétroactif de la prime au bilinguisme.

Les Services de traduction élaborent et mettent en application des politiques relatives à la terminologie en usage à la GRC, en plus d'offrir un service central de traduction. En 1995, ils ont traduit environ 7,3 millions de mots, ce qui représente une hausse de 17 p. 100 par rapport à l'année précédente. De tous ces mots, plus de 1,6 million (22 p. 100) ont été traduits à contrat par des pigistes. Afin de corriger les lacunes relevées au cours d'une étude menée par le commissaire aux Langues officielles et le Conseil du Trésor, le personnel des Langues officielles a entrepris d'évaluer la prestation de services dans les deux langues officielles à la GRC.

Le programme des Langues officielles s'occupe de l'exécution et de la coordination d'un programme unitaire pour s'assurer qu'on respecte la *Loi sur les langues officielles*. Il est aussi chargé de formuler des politiques, de veiller à la bonne marche du programme, de voir au règlement des plaintes relatives à des manquements présumés à la politique sur les langues officielles et d'informer tous les employés de leurs droits et obligations aux termes de la Loi.

Langues officielles

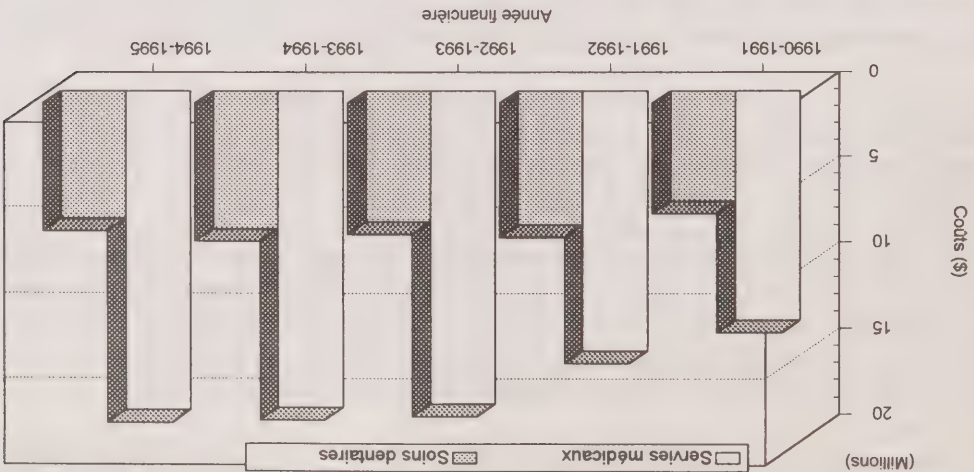


Tableau 75 : Coûts totaux des soins dentaires et de santé



Le coût des services de santé requis à la GRC a diminué de 2 p. 100 en 1994-1995 et s'élève maintenant à plus de 26,1 millions de dollars. Comme il est indiqué au Tableau 75, le coût des soins médicaux a augmenté de un pour cent, soit moins que le coût des services de santé dans la population en général. Le coût des soins dentaires a diminué de sept pour cent à cause des modifications apportées à la gestion du régime, qui exige un examen plus attentif des traitements recommandés. Cette baisse a été contrebalancée en partie par une hausse des taxes applicables aux régimes de soins dentaires décrétée par les provinces de l'Ontario et du Québec. Le compte de taxes est passé de 18 000 \$ en 1992-1993 à 130 000 \$ en moyenne au cours des trois dernières années. Aucun changement majeur dans les dépenses n'est prévu pour 1995-1996.

Indicateurs de rendement

- évaluation d'un instrument de dépistage des psychopathologies;
- étude sur les maux de dos chroniques;
- examen des problèmes d'audition chez les opérateurs de station de transmission opérationnelle;
- évaluation des dangers biologiques auxquels les policiers sont exposés dans l'exercice de leurs fonctions.

Recherche : Les projets de recherche suivants ont été entrepris en 1995 :

Collecte de données : Le Système d'information des Services de santé (SISS) continue d'améliorer la qualité et la diversité des statistiques sur les soins de santé, dont on se sert pour la gestion et l'évaluation du Programme des services de santé. Un nouveau logiciel installé à l'automne 1995 permettra de faire la collecte en direct de données relatives au TAPÉ, aux examens périodiques, aux accidents et aux blessures subies par les membres. Il servira aussi au traitement des comptes médicaux afin de comparer les données sur les coûts à celles sur la santé.

Projet pilote sur les soins ophtalmologiques : La GRC et cinq autres ministères fédéraux ont conclu un marché avec un fournisseur de l'Alberta pour la prestation de services optiques de qualité et à prix raisonnable dans cette province. Le projet pilote commencé en septembre 1995 durera un an et sera ensuite évalué par le Conseil du Trésor afin de déterminer les possibilités d'application à l'échelle nationale.

Santé émotionnelle - Instrument d'évaluation de la personnalité : Le projet de sélection d'un test psychologique en vue de déceler les psychopathologies chez les membres a été entrepris en 1994. Il a pour but de s'assurer que les postulants souffrant d'une grave psychopathologie ne seront pas recrutés comme cadets et que les membres présentant des signes de psychopathologie reçoivent un traitement approprié.

Comme ces missions vont probablement se poursuivre, on distribuera aux familles des membres qui en font partie une brochure d'information préparée en collaboration avec les services de logistique de la Police civile des Nations Unies.

Le programme des Services de santé administre tous les services de soins de santé offerts aux membres réguliers de la GRC, en plus d'établir les programmes de santé et les normes d'emploi. Il a pour but principal de s'assurer que les postulants et les membres actifs sont physiquement et mentalement aptes à s'acquitter sans danger de leurs fonctions. La Direction des services de santé tâche de protéger la santé des membres. À cette fin, elle offre des services d'hygiène professionnelle et gère des projets de recherche en vue de mettre sur pied des services psychologiques et des programmes de promotion de la santé, de prévention et de sécurité environnementale.

Points saillants et initiatives

Communication : Il est possible de gérer plus efficacement le programme en surveillant étroitement les indemnités, prestations ou avantages accordés aux membres de la Gendarmerie ainsi que les honoraires réclamés par les dispensateurs de services de santé. On a dressé un plan de communication afin que les membres et les gestionnaires aient une connaissance suffisante des politiques établies pour optimiser les soins de santé et en réduire les coûts. Ce plan comprend des visites dans les divisions pour discuter de questions importantes et aider le personnel divisionnaire et les membres à comprendre les politiques pertinentes.

Mise en application du Test d'aptitudes physiques essentielles (TAPÉ) : D'autres employés des divisions ont été formés pour coordonner l'administration du TAPÉ aux membres de la GRC. En mai 1995, l'État-major supérieur de la GRC a approuvé l'attribution de 12 postes pour assurer la gestion du programme au niveau divisionnaire et a ordonné que tous les membres soient soumis aux normes du TAPÉ dès l'an 2 000. On a déjà commencé à modifier les politiques et règlements en conséquence.

Santé et sécurité : La GRC est en voie d'instaurer un programme national de sécurité et d'hygiène du milieu en accord avec la Partie II du Code canadien du travail, tel qu'il est énoncé à l'article 122.1. La GRC est tenue d'offrir un lieu de travail sécuritaire à tous ses employés. Des équipements de protection spécialisés seront fournis au personnel appelé à faire des descentes dans des laboratoires de drogue clandestins. On a aussi repensé à la question de l'usage du gaz poivre par les membres de la GRC et décidé de fournir de l'équipement de décontamination amélioré. Sept conseillers régionaux en santé et sécurité ont assumé les responsabilités autrefois dévolues aux agents de sécurité de Travail Canada. De nouvelles politiques et lignes de conduite ont aussi été établies.

Santé émotionnelle - Missions de maintien de la paix : Une des grandes priorités en 1995 a été la coordination et la présentation de séances d'information à l'intention des membres de la GRC envoyés en mission de paix (Police civile des Nations Unies) dans l'ex-Yougoslavie et en Haïti. Des entretiens avec des psychologues sont aussi offerts aux membres dès leur retour de missions semblables. Ils sont suivis d'examen de rappel trois et six mois plus tard.



Matériel : Le personnel de la Gestion des matériels et services aide les membres à exercer leurs tâches policières, en accord avec les priorités et les directives de l'organisation, en s'occupant de la planification, de l'évaluation et de l'élaboration de politiques, méthodes et lignes directrices en la matière.

Alimentation : Les Services d'alimentation offrent des repas de qualité et des aliments nutritifs aux employés et clients de la GRC. Le programme se divise en deux éléments : les services divisionnaires d'alimentation, qui fournissent les services, et le centre de décision, qui établit la politique, surveille l'exécution du programme et offre un soutien aux services divisionnaires d'alimentation. On réussit à recouvrer les coûts des aliments, des fournitures et des salaires depuis 1986-1987.

LOCAUX	Installations (louées) Installations (GRC) Superficie (mètres carrés) Emplacements	TRANSPORT	Véhicules terrestres Bateaux	
1991-1992	969 2 369 920 000 1 778	1 044 2 289 969 688 1 744	7 506 412	1992-1993
1993-1994	1 019 2 372 1 008 015 1 617		7 697 412	1993-1994
1994-1995	950 2 360 1 027 217 1 633		7 820 413	1994-1995

Tableau 74 : Locaux et moyens de transport de la GRC

Le Tableau 74 renferme des chiffres concernant les locaux et les moyens de transport de la GRC. Bien que le nombre d'emplacements occupés par la GRC ait augmenté légèrement en 1994-1995, celui des installations qu'elle possède ou qu'elle loue a diminué de 2,4 p. 100. Vingt-neuf pour cent des installations occupées par la GRC sont louées. La location est parfois une solution plus rentable que la construction, laquelle nécessite un engagement financier plus considérable. On note une légère augmentation (1,6 p. 100) du nombre de véhicules appartenant à la GRC.

Pour des raisons d'économie et d'écologie, la GRC continue d'évaluer différentes solutions de rechange aux véhicules en usage présentement. Des études sont en cours sur l'utilisation de véhicules mus au moyen d'un combustible de substitution, de voitures de patrouille plus compactes et de véhicules de remplacement pour les grosses berlines, dont on cessera la production après 1996.

Transport : La GRC dispose de 7 820 véhicules de tous genres (voitures, camionnettes, motocyclettes, motoneiges et véhicules tout terrain). Elle possède également 404 petits bâtiments de navigation fluviale (mesurant moins de 9 mètres) et neuf bateaux de patrouille (de 9 à 17,7 mètres de long).

	1990-1991	1991-1992	1992-1993	1993-1994	1994-1995
Formation linguistique régulière	37	37	31	25	28
Postes (ETP)					
Programme national d'acquisition					
du niveau CCC					
Postes (ETP)	*	*	9	8	3,4
Nombre d'élèves			29	30	18
FLC - programme de huit mois					
Postes (ETP)	**195	47	52	41	18
Nombre d'élèves	**458	128	130	96	56
Programme lancé en 1992-1993.					
Comprend le programme de six semaines et celui de huit mois. Le premier a été abandonné en 1991-1992.					

Services et
Approuvisionnements

Le programme des Services et Approuvisionnements est administré actuellement par la Direction des services financiers.

Le personnel des Services et Approuvisionnements s'occupe des services de logement, de transport, d'alimentation, de matériel et autres pour la GRC, conformément aux politiques, règlements et lois connexes. Il fonctionne comme un service de soutien interne, s'efforçant principalement de fournir des biens et services requis par les autres entités de la GRC. Le programme coordonne la prestation de services d'alimentation en accord avec les principes d'organisation de services communs du gouvernement.

Logement : Le volet Administration des biens, au sein du programme des Services et Approuvisionnements, procure à la GRC les locaux et installations dont elle a besoin à un coût minimal, en conformité avec les lignes directrices établies. Les installations de la GRC occupent une superficie de 1 027 217 mètres carrés dans 3 310 bâtiments différents répartis sur 1 633 emplacements. Elles comprennent les immeubles de détachement, les laboratoires, les hangars d'aérodrome, les garages d'entretien des véhicules, les entrepôts et les logements résidentiels. De toutes ces installations, 2 372 sont la propriété de la GRC tandis que les autres sont louées aux secteurs public et privé. Afin de satisfaire les besoins futurs de la GRC et de préserver les biens du répertoire immobilier, le programme administre plus de 700 projets d'immobilisations dans le cadre d'un plan quinquennal de constructions majeures.



Formation de la police communautaire fédérale : On a entrepris l'examen de tous les cours d'application des lois fédérales afin de s'assurer que ces cours sont conformes aux principes de la police communautaire. Un nouveau programme sera conçu en collaboration avec les divers services d'exécution des lois fédérales de la GRC. On envisage la création de modules de solution de problèmes génériques où l'on pourrait présenter différents scénarios par la méthode de formation multimédia.

Formation post-secondaire : Les employés de la GRC peuvent se prévaloir de deux programmes différents pour faire des études universitaires à plein temps : le Programme national de droit et un programme divisionnaire (cours d'un an ne menant pas à l'obtention d'un diplôme). Au cours de l'année 1994-1995, sept membres de la GRC ont fréquenté des établissements d'enseignement post-secondaire à plein temps. Six autres étaient inscrits à un programme de droit de trois ans menant à l'obtention d'un diplôme, dans le cadre du Programme national de droit. Suivant une réévaluation de ses besoins, la GRC s'est retirée graduellement du Programme national de droit et elle a vu la somme des fonds consacrés au programme divisionnaire chuter de 3,8 millions de dollars en 1992-1993 à 440 000 \$ en 1994-1995. Les membres et fonctionnaires de la GRC suivent aussi des cours à temps partiel en dehors des heures de travail. Ils peuvent se faire rembourser leurs frais de cours en vertu du programme A-250, à condition qu'ils obtiennent la note de passage. En 1994-1995, 3 020 employés, soit un peu moins que l'année précédente, ont suivi à temps partiel des cours visés par ce programme. Le nombre d'étudiants à plein temps a beaucoup diminué.

Formation en langue seconde : Des fonds d'environ 2,9 millions de dollars (représentant 50 postes) ont été attribués à la formation en langue seconde. Le programme de formation linguistique des cadets (FLC) offre une immersion culturelle et linguistique dans la langue seconde du cadet. On réexaminera la question du financement du programme FLC puisque ce dernier sera suspendu pour une période de trois ans à compter de 1995-1996. Le Tableau 73 indique le nombre d'élèves inscrits à ce programme de même qu'au programme de formation linguistique avancée, appelé Programme national d'acquisition du niveau CCC. Créé en 1992, ce dernier consiste en deux stages de formation linguistique de huit semaines chacun conçus à l'intention des membres réguliers et civils de la GRC, pour les aider à atteindre le niveau de compétence CCC en langue seconde.

Trente-trois maîtres de chien de la GRC et des membres de cinq organismes de l'extérieur ont été formés au Centre de dressage de chiens de police en 1994-1995. Le Centre a offert au total 40 cours, dont des cours de formation de base, de recyclage, de validation, de formation en cours d'emploi, de suivi après une période de six mois et de formation spécialisée en matière d'explosifs et de sauvetage sur les lieux d'une avalanche. En tout, 86 équipes de la GRC et 12 autres de services extérieurs ont reçu leur validation au terme des cours appropriés.

Elaboration des programmes de formation

Évaluation de la formation : On a effectué en 1994-1995 trois évaluations de cours pilote, une évaluation sommative et deux autres évaluations. Il y avait aussi douze études qui étaient en marche, trois qui ont été mises au programme et cinq autres qui ont été proposées. Au cours de l'année qui vient, le personnel d'évaluation s'intéressera particulièrement aux diverses facettes du Programme de formation des cadets, à l'évaluation formative du Programme de formation pratique, à l'évaluation de plusieurs programmes d'autoformation linguistique dans les deux langues officielles et à l'évaluation de divers cours pilotes, dont ceux-ci : le Cours de coordonnateurs divisionnaires du conditionnement physique, le Cours de principes et techniques d'arpentage pour les analystes des accidents de la route et le Cours d'agents de renseignements criminels.

Téléapprentissage : On continue d'étudier et de mettre en application divers programmes de téléapprentissage. Quelques 60 postes de travail de formation multimédia équipés de lecteurs de CD-ROM ont été envoyés dans les divisions. Des programmes portant notamment sur la violence familiale, les premiers soins et la RCP et Form Flow, sont mis au point et seront offerts sur disquettes et disques compacts. La GRC a emprunté la voie du partenariat en matière de technologie de la formation afin de mieux mettre en valeur les produits, les services, les programmes et les activités de chacun des partenaires, de partager les coûts de plus en plus élevés et de mettre en commun les compétences de chacun, tout en maximisant les ressources. Les recherches se poursuivent dans le domaine des applications de vidéotransmission d'entreprise avec d'autres ministères fédéraux. On prévoit lancer un projet pilote afin de déterminer l'intérêt qu'il y aurait à employer les services vidéo de qualité télédiffusion offerts par Bell Canada.

Violence familiale : Des programmes de formation de plus en plus perfectionnés sur la violence familiale sont offerts sur CD-ROM dans le PFC et les programmes de formation en cours d'emploi. La violence familiale continuera de faire l'objet d'ateliers de formation interorganismes. On entreprendra l'élaboration d'un programme multimédia portant spécifiquement sur les entrevues avec les enfants victimes d'exploitation physique ou sexuelle.



On effectuera une analyse des besoins et on fera des recommandations quant aux genres de programmes de formation ou de cours que la GRC pourrait offrir, seule ou avec d'autres, à des policiers des Antilles, d'Amérique centrale, de la République tchèque, de la Hongrie, des Philippines, de la République slovaque, d'Amérique du Sud, de la Thaïlande et de la Zambie.

Jusqu'à 25 policiers antillais et latino-américains sont inscrits à des cours au Collège canadien de police chaque année grâce à un fonds spécial autorisé par le Conseil du Trésor en 1981. Des policiers étrangers placés ou non sous l'égide du PAFP suivent aussi chaque année des cours offerts par la GRC et le Collège canadien de police. En 1994-1995, la Sous-direction de la formation internationale a accueilli ou pris des dispositions pour détacher dans des services de police canadiens quelque 69 policiers étrangers. Trente-six policiers ont même assisté à des cours réguliers d'administration et d'enquêtes policières au Collège canadien de police.

Dans le cadre du Programme d'aide à la formation policière (PAFP), la Sous-direction de la formation internationale offre une aide en matière de formation à d'autres pays, soit en suivant une formule de partage des frais avec ces pays ou en se servant des fonds provenant d'autres organismes pour des projets spéciaux. Le PAFP met l'accent sur les secteurs qui touchent la défense des intérêts canadiens. On accorde la priorité aux pays où l'activité criminelle porte directement atteinte à ces intérêts et aussi à ceux qui pourraient profiter à long terme d'une amélioration de leurs programmes d'application de la loi et même devenir auto-suffisants sur ce plan.

Formation internationale

La Section de la formation en gestion, de concert avec la Direction du personnel officier et la Section des études sur la formation, est en train d'élaborer un nouveau programme de perfectionnement des cadres, afin d'individualiser et d'accélérer le perfectionnement des membres au niveau de la gestion.

Formation en gestion

Ateliers de formation sur la police communautaire : La Direction de la formation est bien décidée à offrir des ateliers sur la police communautaire dans les différentes divisions à travers le pays. Celles-ci s'occuperont par la suite de fournir toute formation complémentaire. Ces ateliers sont uniques en ce sens qu'ils font appel à des spécialistes de l'extérieur et des membres de la communauté. En 1994-1995, on a dénombré en tout 523 personnes qui ont assisté aux ateliers présentés à Cole Harbour (Nouvelle-Écosse), Grand Falls (Terre-Neuve), Fredericton (Nouveau-Brunswick), Charlottetown (Île-du-Prince-Édouard), ainsi que dans la région de la capitale nationale.

Recouvrement des coûts : Tous les groupes aux installations de formation de la GRC à Regina cherchent vigoureusement à appliquer de nouvelles mesures de recouvrement des coûts. Les services de santé, ceux de l'armurier et de la formation policière canadienne sont des domaines où l'on pourrait appliquer des formules de recouvrement des coûts et réaliser ainsi des économies considérables.

Programme de bénévolat : On tente de recourir au bénévolat pour aider plusieurs secteurs du P.F.C. Cette démarche, qui a aussi l'avantage de créer des liens entre la police et la collectivité, permet au programme de formation de la GRC de compter sur une vaste réserve de ressources compétentes.

Formation centralisée

Une formation centralisée est donnée à divers endroits au pays afin qu'il y ait suffisamment de personnel, à tous les niveaux de gestion ou des opérations, qui soit au fait des techniques d'enquête modernes, des nouvelles philosophies et des progrès technologiques. La formation divisionnaire sert à partager les compétences techniques et administratives des employés d'expérience. Les cours centralisés offrent une formation avancée aux spécialistes, par exemple les techniciens et les maîtres de chien, en assurant le maintien des normes de rendement et d'un certain degré d'uniformité. En tout, 3 329 élèves ont assisté à ces cours en 1994-1995, soit 48 p. 100 de plus que l'année précédente. Cette hausse est attribuable à une augmentation importante du nombre de personnes ayant suivi des cours d'informatique, principalement des cours sur le CILDS. Le Tableau 72 renferme des statistiques sur les cours centralisés offerts en 1994-1995 et les années d'avant.

Tableau 72 : Cours de formation centralisée

Genre de cours	1990-1991	1991-1992	1992-1993	1993-1994	1994-1995
(Nombre d'élèves)					
Informatique	281	185	303	24	1 050
Technique	113	107	157	215	252
Administration	158	191	482	548	401
Techniques opérationnelles	415	431	369	675	888
Gestion	225	187	248	306	248
Identification	271	260	76	250	270
Armes et tactiques	*	*	*	228	220

* A pris la relève du Centre de formation de Dwyer Hill. Statistiques antérieures non disponibles.

Le nombre d'élèves ayant assisté à des cours divisionnaires s'élevait à 24 916 en 1994-1995, ce qui représente une augmentation de sept pour cent par rapport à l'année précédente. Il comprend les membres de la GRC ainsi que les employés de la fonction publique.

Tableau 71 : Formation policière canadienne

1994-1995		1995-1996	
Élèves formés	Coûts recouverts	Élèves formés	Coûts recouverts
24	11 876 \$	en attente 72	0
9	158 000 \$	1	*
10	*	0	0
51	75 638 \$	13	22 158 \$
		en attente 72	
13	33 615 \$	27	63 060 \$
0	0	0	0
0	0	0	0
0	0	0	0
120	0	120	25 432 \$
*	*	21	7 717 \$
SPCA de la Saskatchewan	*	14	1 098 \$
Inspecteurs en hygiène professionnelle (en attente)	*	21	*
Inspecteurs provinciaux de la santé (en attente)	*	72	*

* Non disponible ou sans objet.



Formation en conduite policière : Afin d'exposer les cadets aux diverses vitesses et conditions routières auxquelles ils doivent s'adapter dans l'exercice de leurs fonctions, la GRC prévoit soumettre une proposition en vue de la construction d'une nouvelle rampe de vitesse pour la formation en conduite automobile. Le Groupe de la formation en conduite policière est aussi en train de mettre sur pied un cours de conduite de véhicules à quatre roues motrices afin de répondre aux besoins de nombreux clients. On effectue des recherches et des tests minutieux en vue d'évaluer les aptitudes des élèves à conduire la nuit.

Formation policière canadienne : Divers clients souhaitent toujours recevoir des services de formation, de coordination des cours, d'analyse des besoins locaux, d'évaluation et d'élaboration de cours. La GRC s'occupe activement de la formation dispensée par le gouvernement fédéral dans les domaines de la police et de l'exécution générale des lois. Service correctionnel Canada, Environnement Canada et divers corps de police municipaux se sont montrés intéressés à envoyer des candidats suivre le PFC. La signature d'ententes tripartites avec les communautés des Premières Nations et des efforts de police soutenus auprès de celles-ci ont entraîné une augmentation de la demande d'admission à la formation de candidats autochtones des Services de police autochtones de la GRC et d'autres services de police canadiens.

Le Tableau 71 renferme des statistiques sur la formation offerte par le personnel de la Formation policière canadienne. Plusieurs nouveaux clients se sont ajoutés en 1995-1996, dont le ministère provincial de l'Agriculture, la SPCA de la Saskatchewan, des inspecteurs en hygiène professionnelle et des inspecteurs de la santé.

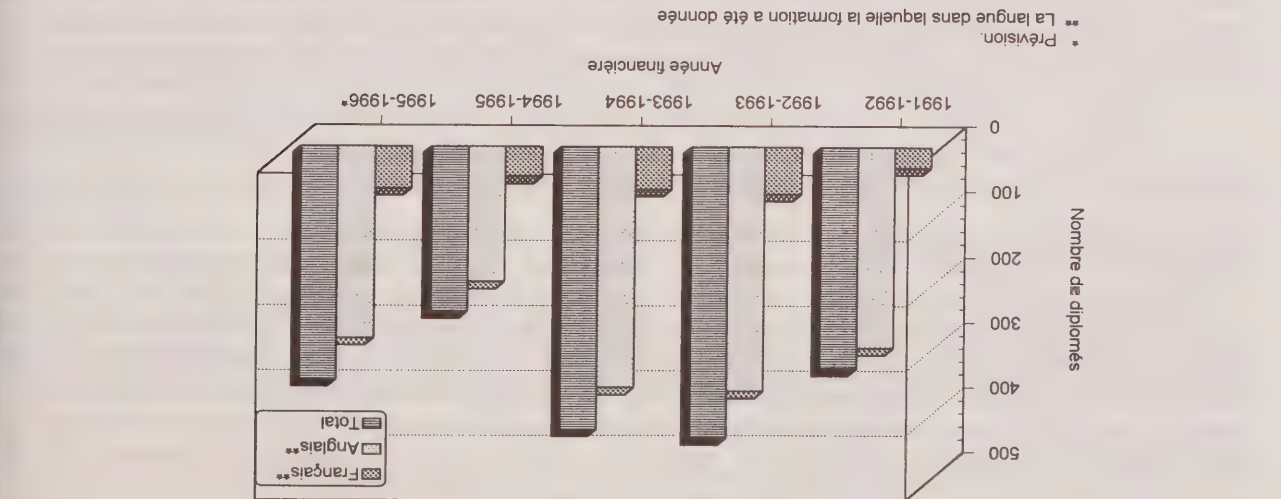


Nouveau bâtiment de service : La construction d'un nouveau bâtiment de service abritant divers services publics et d'entretien occupant de l'espace dans l'immeuble de formation, a été terminée en 1995. On pourra se servir de l'espace ainsi libéré pour aménager d'autres salles de classe ou d'atelier, ainsi qu'un nouveau centre de documentation policière.

Complexe de formation pratique : En plus du détachement modèle de la GRC, deux résidences et un mail linéaire ont été construits pour que les scénarios de formation puissent se dérouler dans un cadre plus réaliste. Des entreprises commerciales comptent s'associer à la GRC et occuper des espaces du mail pour offrir des services aux cadets tout en facilitant leur formation.

Nouveaux locaux de formation : La construction d'un nouveau bâtiment abritant des salles de classe et des chambres à coucher, qui devait être terminée en 1996, a été reportée à 1998. La demande est telle que le dortoir renoué, qui offre 192 chambres individuelles, est maintenant complètement occupé et que l'on a besoin d'espace supplémentaire.

Locaux de l'armurier : Au terme de ce projet, l'armurier pourra quitter les installations temporaires qu'il occupe pour emménager dans de nouveaux locaux. L'armurier de la GRC offre des services à Pêches et Océans, Service correctionnel Canada, la Sûreté du Québec et la société Smith & Wesson moyennant un recouvrement total des coûts. Une fois installé dans ses nouveaux locaux, il pourra faire la promotion de ses services à d'autres clients éventuels.



cadets
Tableau 70 : Programme de formation de base des recrues et Programme de formation des

Le programme de Formation fournit aux employés de la GRC l'occasion d'acquérir les connaissances et les aptitudes nécessaires à l'exécution efficace et professionnelle de leurs tâches. La formation des cadets est offerte aux recrues aux installations de formation de la GRC, à Regina, tandis que la formation divisionnaire s'adresse aux employés déjà en place qui veulent parfaire leurs compétences techniques ou de gestion. La formation centralisée satisfait les besoins de formation avancée des employés, tout en assurant un certain niveau de rendement et d'uniformité. La formation spécialisée est offerte dans les domaines plus particuliers de l'équitation et du dressage des chiens de police. Les pages qui suivent donnent un aperçu des réalisations du programme en 1994-1995.

Division Dépôt

À l'automne 1995, dans le cadre de la restructuration effectuée à la GRC, on a donné aux installations de formation de la Gendarmerie, connues sous le nom d'*École de la GRC*, le statut de division. Ce changement organisationnel s'accompagne d'un changement de nom afin de faire honneur à la réputation de "Dépôt du savoir" de l'École. Le nouveau commandant de la Division Dépôt assumera des responsabilités supplémentaires liées à la décentralisation du programme de formation. Il s'occupera notamment de la formation centralisée, du soutien au programme de formation, du programme de formation pratique des cadets et des chenils.

Réorganisation du Programme de formation des cadets (PFC) : Le nouveau Programme de formation des cadets a été instauré en 1994-1995. Ce programme, qui remplace le Programme de formation de base des recrues, est centré sur l'élève et permet aux cadets d'acquérir une multitude de compétences toujours plus complexes à l'occasion de mises en situation et de jeux de rôles. Les questions de diversité, d'éthique et de professionnalisme sont abordées à toutes les étapes de la formation des cadets. Le programme comprend maintenant des visites et des séances de familiarisation dans divers services et organismes communautaires et des participations à des conseils municipaux. L'évaluation comporte des examens oraux et écrits, des exercices pratiques et des jeux de rôles axés sur la solution de problèmes. Elle porte sur les connaissances acquises, la solution de problèmes, la conduite et l'attitude.

Une fois qu'ils répondent aux critères du PFC, les cadets se voient offrir un emploi de membre régulier. Les recrues doivent ensuite se soumettre pendant six mois au Programme de formation pratique (PFP). Le Tableau 70 montre le nombre de recrues qui ont réussi l'ancien Programme de formation de base des recrues et le PFC. En 1994-1995, il y a eu 251 cadets, dont 18 p. 100 de francophones, qui ont terminé le PFC. On s'attend à ce que ce nombre grimpe à 356 l'année suivante.



Formation des Autochtones : Un programme de formation financé à l'aide du fonds spécial d'aide à l'innovation de la Commission de la fonction publique a été approuvé en 1994. Ce programme de deux ans, qui a pour but d'accroître la proportion d'Autochtones à la GRC, est en place depuis un an et il a augmenté de 0,4 p. 100 la représentation des Autochtones.

Harèlement et discrimination : Une nouvelle politique révisée du Conseil du Trésor entraînera une refonte majeure de la politique de la GRC sur le harcèlement et la discrimination. De nombreuses consultations sur le sujet sont prévues avec le Syndicat des employés du Solliciteur général.

	Autochtones	Handicapés	Minorités visibles				
	#	%	#	%	#	%	#
mars 1991							
mars 1992							
mars 1993							
mars 1994							
mars 1995							

Tableau 69 : Équité en matière d'emploi - Statistiques

Équité en matière d'emploi : On s'est employé sérieusement à augmenter la proportion des membres de groupes désignés dans les postes où ils étaient sous-représentés. Tel qu'il est indiqué au Tableau 69, il y a eu une légère augmentation de la représentation des trois groupes désignés aux fins de l'équité en matière d'emploi en 1995.

Planification et perfectionnement des ressources humaines : Tout au long de l'année 1995, la Sous-direction de la planification et du perfectionnement des ressources humaines -- Fonction publique a consacré une bonne partie de ses énergies à faire valoir l'idée d'un apprentissage permanent et à instaurer un programme de gestion des carrières destiné à préparer tous les employés de la GRC aux changements qui pourraient survenir dans leur vie personnelle comme au travail en cette fin de siècle.

Points saillants et initiatives

En 1994-1995, un total de 191 employés ont été touchés par les diverses mesures de restructuration et de rationalisation. Seulement 91 n'avaient pas encore été replacés à la fin de l'exercice, mais la majorité d'entre eux recevaient une formation quelconque en vue d'accomplir de nouvelles fonctions.

Par suite d'une entente de délégation de pouvoirs signée avec la Commission de la fonction publique, le Programme ministériel de vérification de la dotation a été complètement remanié. La définition des besoins en matière d'employés de la fonction publique et la mise en place du nouveau système d'information sur les ressources humaines (PEOPLESOFT HR) permettra à la GRC d'accroître son efficience.

Tableau 68 : Statistiques sur le recrutement

	1991-1992	1992-1993	1993-1994	1994-1995	1995-1996*
Membres réguliers	Total 399	Total 523	Total 347	Total 174	Total 203
Femmes	126	128	73	59	63
Autochtones	56	64	47	39	56
Minorités visibles	35	47	36	43	48
Gendarmes spéciaux	Total 9	Total 9	Total 6	Total 4	Total 1
Femmes	2	0	0	0	0
Autochtones	2	1	0	0	0
Minorité visibles	0	1	0	0	0
Membres civils	Total 121	Total 102	Total 100	Total 74	Total 6
Femmes	72	64	64	36	3
Autochtones	0	0	2	0	0
Minorité visibles	0	3	2	4	0
Handicapés	0	0	0	0	0

* Prévisions.

** Les statistiques de 1990-1991 à 1993-1994 sur les membres réguliers incluent celles sur les anciens membres réguliers.

Les 15 000 membres réguliers dénombrés en 1994-1995 représentent 73,4 p. 100 de tous les employés de la GRC. Les membres civils comptent pour 9,5 p. 100 de tous les employés, soit un peu plus que l'année précédente. Les femmes constituent environ 10 p. 100 de tout l'effectif de membres réguliers, tandis que les gendarmes spéciaux représentent maintenant moins d'un pour cent de tous les employés de la GRC. Selon les résultats d'un sondage d'auto-identification mené en 1993 et auquel ont répondu 84 p. 100 des membres, 3,9 p. 100 des répondants étaient des Autochtones et 2,1 p. 100 des membres d'une minorité visible.

Personnel (F.P.)

La Direction du personnel de la fonction publique a été réunie à la Direction du personnel de la GRC en octobre 1995 pour former une nouvelle fonction de gestion des ressources humaines. On pense que cette mesure va se traduire par des économies et une plus grande efficacité. Le Personnel de la fonction publique assure une gestion intégrée des 3 400 fonctionnaires employés à l'appui du Programme d'application de la loi de la GRC.



On continue de faire de gros efforts pour trouver des nouvelles recrues policières dans les groupes désignés (femmes, Autochtones et minorités visibles). Le Tableau 68 renferme des statistiques sur le recrutement par groupe cible sur une période de cinq ans. Le nombre total de recrues chez les membres réguliers, dont celles provenant de groupes désignés, a diminué de 50 p. 100 en 1994-1995 à cause des mesures de restructuring et de rationalisation dans les divisions, qui ont empêché celles-ci de déterminer correctement leurs besoins futurs en matière de ressources. On s'attend à une augmentation des demandes de nouvelles recrues dans les divisions opérationnelles une fois qu'on aura terminé l'évaluation annuelle des besoins divisionnaires. De toutes les recrues membres réguliers qui ont été embauchées en 1994-1995, 34 p. 100 étaient des femmes, 22 p. 100 des Autochtones et 25 p. 100 des membres de minorités visibles. Ces proportions, un peu plus élevées que les années précédentes, devraient se maintenir en 1995-1996. Les catégories utilisées dans le tableau qui suit ne s'excluent pas mutuellement, si bien qu'une recrue féminine peut être comptée à deux endroits, par exemple comme Autochtone et comme femme. Les objectifs de recrutement ont été haussés considérablement pour 1995-1996 en raison du taux de vacance dans les divisions. L'objectif global de la GRC est de 618 nouvelles recrues. Une nouvelle troupe entreprend sa formation à toutes les deux semaines en moyenne.

Recrutement

Test de sélection des recrues de la GRC : La GRC utilise actuellement un test d'intelligence générale connu sous le nom de Test de sélection des recrues de la GRC (TSRG). Ce test sera revu et corrigé afin qu'il donne une plus juste appréciation des aptitudes intellectuelles recherchées chez les policiers. On procédera à une étude longitudinale en vue d'évaluer le rendement général au travail, eu égard au Guide d'entrevue avec les postulants et au Test de sélection des recrues de la GRC.

Services de soutien en remplacement : Les employés de la GRC disposent maintenant de toute une gamme de services de conseillers en placement. On a aussi conçu un atelier à leur intention. L'an dernier, l'atelier sur les nouvelles conceptions de la vie et du travail a été présenté à 52 reprises et environ 1 100 employées y ont participé.

Recrutement des membres civils : On a entrepris de réviser le processus de recrutement des membres civils afin de l'harmoniser avec celui des membres réguliers. Le nouveau processus permettra aux divisions de recruter elles-mêmes des membres civils pour occuper des postes appelés à se libérer. Il comprendra une présélection et un triage des candidats, qui pourront être engagés plus rapidement plus tard, quand on en aura besoin.

Analyse des fonctions : La GRC poursuit son analyse des fonctions au moyen des méthodes d'analyse des tâches fonctionnelles. La plupart des postes opérationnels clés ont été analysés jusqu'à présent. La priorité est généralement accordée aux catégories qui regroupent le plus grand nombre d'emploies. On s'intéressera aux catégories importantes de membres civils au cours de l'année qui vient.

Système national d'avancement : La GRC vient d'élaborer un nouveau système d'avancement pour les membres réguliers fondé sur l'analyse des fonctions et comprenant des examens, des simulations et des entrevues structurées. On y apportera des améliorations au besoin. Un système semblable sera mis au point pour les membres civils.

Modifications à la Loi sur la GRC : Une révision de la *Loi sur la GRC* a été jugée nécessaire afin de permettre et de faciliter l'apport de changements organisationnels. On a donc créé un groupe de travail en juin 1993 afin de coordonner, de formuler et de présenter des propositions de modifications à la *Loi*, au Règlement de la GRC et aux Consignes du Commissaire. Le projet continue d'avancer.

Section du programme de gestion des carrières et des études stratégiques : Cette section mène des études à long terme sur diverses questions stratégiques touchant l'organisation, et plus particulièrement son personnel. Ses projets, de nature générale et préventive, rendent compte de l'orientation prise par la GRC. Dans le but d'améliorer le service à la clientèle, on s'intéresse principalement aux questions suivantes : la gestion des carrières, le Test d'aptitudes physiques essentielles (TAPÉ), la retraite obligatoire et l'examen de la politique.

Sous-direction de la classification et de la rémunération : L'entrée en vigueur d'un nouveau système de classification pour les membres civils et réguliers de la GRC est prévue pour bientôt. Ce système tient compte de la réalité d'aujourd'hui, notamment des conditions de travail, des facteurs de risque et des principes de police communautaire. Tous les conseillers en classification devront se soumettre à une formation à l'usage de ce nouveau système afin de se préparer à la délégation éventuelle de postes de membres civils aux divisions.

Conflits d'intérêts et après-mandat : Le Code régissant la conduite des titulaires de charge publique en ce qui concerne les conflits d'intérêts et l'après-mandat, publié originellement en 1985, a été modifié en juin 1994. Les membres de la GRC sont maintenant assujettis aux dix principes énoncés dans le Code de même qu'à toute autre instruction fournie sur le sujet par le chef de l'organisation. Des consignes du Commissaire sur les questions suivantes ont été préparées aux fins d'approbation : conflits d'intérêts, activités extérieures et après-mandat. Ces consignes expliquent les principes susmentionnés et établissent des règles de conduite claires en conformité avec ces principes.

Programme d'orientation des membres civils : On travaille actuellement à l'élaboration d'un programme d'orientation qui sera offert aux nouveaux membres civils de la GRC aux installations de formation de la GRC, à Regina. Le programme servira à renseigner les membres civils sur les traditions, l'histoire et les politiques et méthodes de la GRC.

Le programme du Personnel de la GRC assure à la GRC un certain nombre de services aux fins de la gestion des ressources humaines (membres réguliers et civils seulement). Il a pour but d'améliorer l'efficacité de l'organisation en instituant des programmes et des pratiques menant à l'utilisation maximale des ressources humaines et en fournissant des services aux employés. Le programme s'intéresse aussi à la planification, l'élaboration et la mise en pratique de méthodes et de systèmes visant à acquérir, former, conserver et motiver les ressources humaines.

La Direction du personnel de la GRC adhère aux principes de la police communautaire, le mode de prestation de services choisi par l'organisation, et elle prêche par l'exemple en veillant à ce que les politiques et méthodes nouvelles ou révisées en matière de personnel tiennent compte des besoins des communautés où la GRC assure les services de police.

Points saillants et initiatives

Directive sur le réaménagement des effectifs (DRE) : La Directive sur le réaménagement des effectifs approuvée par le Conseil du Trésor s'est avérée efficace pour atténuer les effets sur les ressources humaines des mesures de compression des effectifs et de renouveau organisationnel. Un groupe chargé de superviser l'application de la Directive a été formé à la Sous-direction des effectifs.

Système d'information sur la gestion des ressources humaines : La GRC, comme bien d'autres ministères fédéraux, a entrepris de remplacer son vieux système d'information sur les ressources humaines. En octobre 1994, la société PEOPLESOFT a conclu un marché avec le Conseil du Trésor l'engageant à fournir un nouveau système d'information sur les ressources humaines à tous les ministères intéressés. La mise en oeuvre complète de ce système est prévue pour 1997-1998.

Planification du parcours de carrière : Ce projet a été incorporé dans la Manuel de gestion des carrières de la GRC. Les divers groupes de dotation en personnel y ont recours lorsque les ressources le permettent. La planification du parcours de carrière profitera de la mise en place du système d'information sur les ressources humaines de PEOPLESOFT. Les méthodes d'orientation professionnelle adoptées dernièrement permettent d'offrir des services de dotation complets à la GRC en faisant un usage plus efficace et plus efficace des ressources limitées affectées à cette fonction.



Tableau 67 : Rendement financier en 1994-1995

(en milliers de dollars)

1994-1995

Dépenses réelles		Budget principal		Différence	
\$	ETP	\$	ETP	\$	ETP
11 440	28	5 498	32	5 942	(4)
144 947	732	99 326	685	45 621	47
6 997	115	7 930	119	(933)	(4)
42 045	522	54 960	604	(12 915)	(82)
90 275	592	74 645	590	15 630	2
29 827	84	23 774	73	6 053	11
6 442	60	4 253	61	2 189	(1)
863	8	685	9	178	(1)
5 426	34	0	0	5 426	34
338 262	2 175	271 071	2 173	67 191	2
42		600		(558)	
338 220		270 471		67 749	
Dépenses nettes					
Ressources humaines (ETP)		2 175		2 173	
		2			

Explication de la différence : Les besoins financiers pour 1994-1995 ont été supérieurs de 67,7 millions de dollars (25 p. 100) aux prévisions dans le budget principal. Voici les principaux éléments qui ont contribué à cette hausse :

en millions de dollars

- prime au bilinguisme 33,7
- réaffectation des ressources en vertu des budgets de fonctionnement 25,8
- rajustement des traitements, pensions et salaires 5,9
- nouvelles ressources pour des initiatives du gouvernement, telles que les missions de maintien de la paix 5,4

NOTA :

- Les dépenses réelles comme celles qui sont attribuées aux suspensions et aux congés de maladie, de maternité, de paternité et d'adoption sont imputées à la Direction.

- Les dépenses prévues comme celles qui sont attribuées aux suspensions et aux congés de maladie, de maternité, de paternité et d'adoption sont imputées à la Direction.

NOTA:

- | | |
|--------|--|
| 10,0 | - prêt à la construction du quartier général divisionnaire en Alberta |
| | - réaffectation des ressources en vertu des budgets de fonctionnement |
| (42,8) | - rajustement des traitements, pensions et salaires |
| (14,3) | - fonds de 1995-1996 soumis à des mesures de temporisation, notamment ceux consacrés aux missions de maintien de la paix |
| (7,3) | |

Explication de la différence : Les besoins financiers pour 1996-1997 sont inférieurs de 61,6 millions de dollars (18,9 p. 100) aux prévisions dans le budget principal de 1995-1996. Voici les principaux éléments qui ont contribué à cette baisse :

(en milliers de dollars)	Budget 1996-1997	Dépenses Prévues 1995-1996	Dépenses réelles 1994-1995
\$	ETP	\$	ETP
Direction	5 321	30 949	11 440
Personnel (GRC)	82 900	101 018	144 947
Personnel (F.P.)	4 735	6 583	6 997
Formation	57 056	51 937	42 045
Services et Approvisionnements	85 646	85 206	90 275
Services de santé	24 495	31 725	29 827
Langues officielles	3 637	7 399	6 442
Personnel officier	639	903	863
Nations Unies	0	10 299	5 426
Total partiel	264 429	326 019	338 262
Moins les recettes	0	0	42
Dépenses nettes	264 429	326 019	338 220
Ressources humaines (ETP)	1 982	2 339	2 175

Tableau 66 : Sommaire des ressources de l'activité

Le total des dépenses pour l'activité de l'Administration comptera pour environ 13,7 p. 100 des dépenses brutes pour 1996-1997 et 9,6 p. 100 des équivalents de temps plein.

Sommaires des ressources

Objectif

Fournir des services de personnel, de formation et d'approvisionnement en matériel afin d'assurer le maintien de la paix, de l'ordre et de la sécurité.

Description

L'activité de l'Administration englobe en gros l'organisation et la gestion des ressources humaines du ministère. Elle assure un service et une fonction de politique administrative interne aux chapitres de la formation, des affectations et des questions touchant le personnel, c'est-à-dire les membres de la GRC et les employés de la fonction publique à l'emploi de la Gendarmerie, ainsi que la santé, le matériel, les langues et l'organisation.

ADMINISTRATION	
DIRECTION	5 321 \$K 32 ETP
PERSONNEL (GRC)	82 900 \$K 620 ETP
PERSONNEL (F.P.)	4 735 \$K 122 ETP
FORMATION	57 056 \$K 564 ETP
SERVICES ET APPROVISIONNEMENTS	85 646 \$K 511 ETP
SERVICES DE SANTÉ	24 495 \$K 71 ETP
LANGUES OFFICIELLES	3 637 \$K 53 ETP
PERSONNEL OFFICIER	639 \$K 9 ETP

Examens externes et appels

La Section des examens externes et des appels aide le Commissaire en faisant des recherches et en fournissant des conseils et des documents de référence en ce qui a trait aux constatations et aux recommandations du Comité externe d'examen (CEE) et de la Commission des plaintes du public (CPP). Les constatations du CEE donnent parfois lieu à des griefs déposés par des membres de la GRC ou à des appels interjetés à la suite de décisions prises par un conseil de discipline ou une commission de licenciement et de rétrogradation. La Section étudie également les cas qui ne peuvent pas être soumis au CEE, mais qui appellent une décision du Commissaire. Les rapports et les conclusions concernant les plaintes du public contre la GRC sont communiqués au Commissaire et au Solliciteur général par la CPP. La Section des examens externes et des appels étudie les recommandations faites par la CPP et conseille ensuite le Commissaire sur chaque cas soumis.

Le Tableau 65, portant sur les activités dans ce secteur, indique le nombre de cas traités. Le nombre total de ces cas a augmenté en 1994-1995 et cette tendance devrait se maintenir en 1995-1996. Puisqu'ils lui sont soumis par la Commission des plaintes du public et le Comité externe d'examen, la Section n'a aucun contrôle sur leur nombre. Le nombre moyen de jours requis pour régler un dossier a augmenté de façon marquée en 1994-1995 à cause de l'accroissement du nombre de dossiers reçus.

Tableau 65 : Examens externes et appels - Statistiques

Groupe des examens externes	1991-1992				1993-1994				1994-1995				1995-1996*			
	1991-1992				1993-1994				1994-1995				1995-1996*			
- Griefs	45	18	32	24	32	1	9	30	45	18	32	24	30	11	4	1
- Discipline	11	4	1	9	1	1	9	12	0	0	1	2	1	0	0	1
- Licenciement et rétrogradation	0	0	1	2	1	1	2	1	0	0	1	2	1	0	0	1
Groupe des plaintes du public - Plaintes	40	50	32	51	32	32	51	50	40	50	32	51	50	40	50	32

* Prévisions.



de marque à l'appui de cette politique. Le Groupe participe à la conception graphique et à d'autres projets spéciaux d'identification de l'organisation et de commercialisation de l'image de marque de la GRC. Le Groupe s'est occupé de 240 demandes d'aide, de conseils ou d'approbation en rapport avec le paragraphe 49(1) de la *Loi sur la GRC* et de 5 infractions à ce même paragraphe, qui ont été réglées officiellement suite à une intervention par la GRC.

Le Tableau 64 expose en chiffres certaines des principales activités de la Direction des relations publiques. Le nombre de demandes d'utilisation de l'image de marque de la GRC faites au Groupe de l'image de marque de la GRC a augmenté de 32 p. 100. On note également une hausse marquée du nombre d'objets qui se sont ajoutés à la collection du Musée du Centenaire de la GRC.

Tableau 64 : Relations publiques - Statistiques

Groupe de l'édition					
Nouvelles publications	13	11	19	14	17
Ouvrages en catalogue	90	80	125	133	100
Groupe du graphisme					
Production d'illustrations originales	123	89	130	73	36
Groupe des expositions					
Expéditions de matériel d'exposition	381	374	303	378	350
Nombre de détachements destinataires	221	219	196	189	215
Groupe de l'image de marque de la GRC					
Demandaes d'aide, d'avis ou d'approbation relativement à l'utilisation de l'image de la GRC	75	143	167	182	240
Infractions au paragraphe 49(1) de la <i>Loi sur la GRC</i>	4	16	14	18	5
Sous-direction de l'information publique					
Nombre de visites coordonnées pour des dignitaires et des fonctionnaires de police	*	26	21	36	48
Réponses aux demandes d'information	862	727	844	1 550	1 214
Demandaes des médias	*	535	549	550	800
Section historique					
Projets historiques	23	23	39	41	37
Demandaes d'information	1 012	954	1 091	1 273	1 510
Archives photographiques de la GRC					
Demandaes du public	335	469	422	386	594
Visiteurs	*	*	*	127	146
Nombre de clichés	7 452	6 000	5 738	2 185	1 650
Musée du Centenaire de la GRC					
Visiteurs	156 399	129 277	61 661	**59 977	**58 342
Dons	130	81	91	89	69
Objets ajoutés	1 188	509	781	455	904
* Non disponible.					
** Chiffre approximatif.					

Tableau 63 : Carrousel de la GRC - Aperçu des activités annuelles

	1991-1992	1992-1993	1993-1994	1994-1995	1995-1996*
CARROUSEL DE LA GRC					
Représentations	67	85	97	60	114
Assistance	338 000	327 260	388 400	271 500	593 850
Localités visitées	33	48	35	24	42
La moyenne d'assistance par représentations	5 045	3 850	4 004	4 525	5 209

* Prévisions.

Section historique

La Section historique a pour mandat de préserver les pièces et d'interpréter les documents qui ont marqué l'histoire de la GRC. Elle dispense ces services par l'entremise du Bureau de l'historien, du Musée du Centenaire et des Archives photographiques. En 1994-1995, le Bureau de l'historien a terminé 37 projets et répondu à 1 510 demandes de renseignements. Il a notamment aidé des auteurs à rédiger des livres et des articles et des producteurs de télévision à tourner des films retraçant l'histoire de la GRC.

Le Musée du Centenaire de la GRC, à Regina, conserve et expose une vaste collection d'objets évoquant l'histoire et les traditions de la GRC. En 1994-1995, le Musée a accueilli 58 342 visiteurs et fait l'acquisition de 904 objets. Certains de ces objets ont été achetés, mais la majorité provenaient de 69 donateurs. Les Amis du Musée de la GRC ont généreusement appuyé les activités publiques du Musée en offrant bénévolement leurs services et en recueillant des fonds pour financer ses opérations. Ils ont partiellement financé cette année la nouvelle exposition interactive reliant la fameuse Marche vers l'Ouest de la Police à cheval du Nord-Ouest, en 1874.

Les Archives photographiques conservent une vaste collection d'images historiques et contemporaines de la GRC. En 1994-1995, les Archives ont reçu plus de 12 000 dons et traité 594 demandes de renseignements, dont près de la moitié provenait du grand public et le reste de la GRC et de divers ministères. Les Archives ont aussi organisé une série d'expositions photographiques, dont une au consulat canadien à Los Angeles et une autre à l'ambassade du Canada à Rome (Italie).

Groupe de l'image de marque de la GRC

Le Groupe de l'image de marque de la GRC a coordonné l'introduction de la nouvelle image de marque de la GRC dans les fournitures et communications de la GRC, telles que les cartes d'affaires, les communiqués de presse, les feuilles d'accompagnement, les dossiers de presse et les rapports standards. La politique se rapportant au Programme d'image de marque de la GRC a été publiée et on prépare actuellement des lignes de conduite concernant la présentation de l'image



Publiée quatre fois l'an, la *Trimestrielle* de la GRC est vendue par abonnement et rejoint quelque 20 000 lecteurs au Canada et dans le monde entier. Cette revue traite d'événements courants qui mettent en cause la Gendarmerie, ainsi que de la longue et pittoresque histoire de la Gendarmerie, de ses traditions, d'affaires intéressantes et d'incidents cocasses. La *Trimestrielle* vise à véhiculer une image publique favorable de la GRC en soulignant la participation des membres de la GRC à la vie communautaire, aux collectes de fonds et aux activités de bienfaisance, aux événements policiers et aux compétitions sportives nationales et internationales. Des universités, des collèges et des bibliothèques de partout dans le monde reçoivent la *Trimestrielle*, qui sert d'ouvrage de référence pour les travaux de recherche.

La *Gazette de la GRC* paraît onze fois par année et, depuis le mois d'avril 1994, dans un format bilingue tête-bêche. Elle compte maintenant quelque 7 000 abonnés. L'auditoire-cible inclut les services de police reconnus, les institutions judiciaires, les organismes gouvernementaux et ceux qui ont un intérêt légitime dans l'application de la loi. On continue d'y publier des articles sur divers sujets pertinents et dignes d'intérêt, dont ceux-ci : les jeunes Autochtones, les empreintes génétiques, la police communautaire dans les pays en voie de développement, les opérations de recherche et de sauvetage, l'exploitation des personnes âgées et l'analyse des crimes de violence. Depuis le mois d'avril 1994, on publie *La Gazette* à l'interne, avec l'aide du Groupe du graphisme de la GRC. Cette publication est en voie de faire ses frais grâce à une stratégie de mise en marché comprenant de la publicité, un tarif d'abonnement et la diffusion au grand public.

Cérémonies

En 1994-1995, le Carrousel de la GRC a effectué sa tournée périodique en Saskatchewan. Il s'est aussi produit au Québec, en Ontario, au Manitoba et en Colombie-Britannique. Il a donné en tout 60 représentations dans 24 localités différentes sur une période de 56 jours, attirant environ 134 500 spectateurs. De plus, le Carrousel a été vu par près de 42 000 personnes aux cérémonies du crépuscule canadien à Ottawa et aussi par quelque 60 000 personnes à l'occasion d'une courte tournée de financement à Minneapolis/St. Paul et Tupelo, aux États-Unis.

Le Carrousel et la Section de l'équitation ont également représenté la GRC dans 35 escortes, parades, défilés ou démonstrations. Les membres de la Section ont participé à 40 autres événements, dont des visites dans des écoles, des hôpitaux et des résidences pour personnes âgées, des événements médiatiques, des films et des entrevues. Deux cavaliers de la GRC en tenue de cérémonie étaient de service sur la Colline du Parlement pendant les mois de juillet et d'août. Le spectacle du Carrousel qui a attiré la plus grosse foule, soit près de 10 000 personnes, s'est déroulé justement à cet endroit le 1^{er} juillet 1995. Parmi les activités prévues pour l'année 1996-1997, mentionnons la reprise des cérémonies du crépuscule canadien, du 23 juin au 1^{er} juillet 1996 inclusivement, une prestation sur la Colline du Parlement à l'occasion des Fêtes du Canada le 1^{er} juillet 1996 et des tournées en Ontario, au Manitoba et au Québec. Le Tableau 63 donne un aperçu statistique des activités du Carrousel. On prévoit une augmentation de près de 100 p. 100 du nombre de spectacles donnés et de localités visitées par le Carrousel en 1995-1996.



les deux langues pour 11 numéros de *La Gazette*.

Le Groupe du graphisme fournit des services d'illustration, de conception graphique et de pré-mise en train électronique à des clients dans toute la Gendarmerie. En 1994-1995, il a produit des illustrations originales pour 36 documents ou articles, dont des revues annuelles, des dépliants, des livres, des affiches, des bulletins, des documents de commercialisation et de promotion, des exposés et des aides didactiques, en plus d'accomplir du travail de conception et de pré-presse dans

payant puissent consulter les documents électroniques sur la GRC. de la capitale nationale, afin que les utilisateurs d'ordinateurs qui ne sont pas abonnés à un service sera accessible à partir de babillards fonctionnant exclusivement en mode texte, tels que le Liberte! GRC seront publiés électroniquement sous cette page. L'information au site de la GRC dans le Web le World Wide Web. Les publications, articles de revue, communiqués de presse et discours de la relations publiques se chargera de l'élaboration et de l'insertion de la page d'accueil de la GRC dans Le Groupe de l'édition s'est aussi intéressé à l'édition électronique sur Internet. La Direction des à cinq autres divisions relativement à divers projets de publication.

montée, conception du logo du Bureau d'enregistrement des enfants disparus et assistance fournie rédaction et à la publication pour assurer le succès du lancement de la Fondation de la police figurant déjà à son catalogue. Il a aussi participé aux initiatives suivantes : prévision de l'aide à la 1994-1995. Au cours de l'année, il a produit 17 nouvelles publications et réimprimé 10 documents Le Groupe de l'édition a continué d'offrir des publications plus dépoliées et plus économiques en

Communications et publications

à environ 800 demandes des médias.

d'émissions de télévision à dépendre les membres de la GRC. En 1994-1995, la Section a répondu la Commissaire et d'autres membres de la haute direction de la GRC. Elle aide aussi les producteurs la politique pertinente de la Gendarmerie. Elle planifie et organise des conférences de presse pour suivre les activités médiatiques et de présenter des recommandations pour la mise en oeuvre de programmes ou services spéciaux offerts par la Gendarmerie. La Section s'occupe également de promouvoir les activités qui rehausseront l'image de la GRC ou qui serviront à faire connaître les des stratégies de communication pour le compte des autres directions et divisions, dans le but de de la GRC de questions d'intérêt pour la nation ou qui touchent la politique de la GRC. Elle élabore La Section des relations avec les médias fournit des porte-parole qui sont appelés à parler au nom

La Section a aussi organisé toutes sortes d'activités publiques, parmi lesquelles : les cérémonies du crépuscule canadien de 1995, la cérémonie de passation de commandement, la réception en l'honneur des bénévoles de la Société Alzheimer du Canada, l'Aventure de la citoyenneté du Club Rotary, le déjeuner marquant la Semaine de la police, les Rencontres du Canada et la vente de crocus au profit de l'Institut national canadien pour les aveugles. Enfin, elle a élaboré le Plan stratégique de communication destiné au Solliciteur général du Canada et distribué dans toutes les divisions des dépliants sur le Sentier transcanadien et la Célébration du drapeau canadien.

Tableau 62 : Rapports des commissaires à l'information (LAI) et à la protection de la vie privée

Plaintes contre la GRC	1991-1992				1992-1993				1993-1994				1994-1995			
	LAI	LPRP	LAI	LPRP	LAI	LPRP	LAI	LPRP	LAI	LPRP	LAI	LPRP	LAI	LPRP	LAI	LPRP
Fondées	0	0	0	0	0	2	0	11	0	5	0	19	0	1	11	5
Fondées et résolues	1	2	2	*	10	*	6	1	*	11	*	19	0	0	11	0
Non résolues	*	*	*	*	*	*	*	*	*	0	*	1	0	0	0	0
Non fondées	40	14	53	20	74	15	83	18	1	83	15	18	1	83	15	18
Retirées	3	3	5	0	3	0	1	0	0	1	0	0	1	1	0	0
TOTAL	44	19	60	30	94	16	100	38	16	100	38	100	38	100	38	100

* Nouvelle catégorie.

Relations publiques

La Direction des relations publiques gère plusieurs initiatives visant à promouvoir de bonnes relations publiques et à présenter une image réelle et positive de la GRC, tant au Canada qu'à l'étranger. Ces initiatives comprennent la communication d'information au grand public et aux médias sur les activités de la GRC, la conservation de documents historiques et contemporains, la production de publications de la GRC, l'exploitation du Musée de la GRC à Regina et la présentation de spectacles du Carrousel.

Information du public

En 1994-1995, la Section des relations publiques a coordonné 48 visites au Canada de représentants étrangers venus de 27 pays différents. La taille des délégations a varié de une à 75 personnes et la durée de leur séjour, d'une journée à deux semaines.

La Section des relations publiques a répondu à 1 214 demandes d'information ou de publications au cours de l'année 1994-1995. Pendant cette période, elle a posté ou distribué au total 6 080 articles, dont des épinglettes, des écussons d'épaule, des publications, des affiches et divers autres objets, au grand public, à des ministères fédéraux et provinciaux, à des services de police et à divers organismes.

Tableau 61 : Demandes d'accès traitées

	1991-1992	1992-1993	1993-1994	1994-1995	1995-1996*
Demandes d'accès en vertu de la Loi sur la protection des renseignements personnels	1 538	1 381	1 557	1 493	1 500
Demandes d'accès pour aider d'autres ministères en vertu de la Loi sur la protection des renseignements personnels	928	1 091	774	800	825
Demandes d'accès en vertu de la Loi sur l'accès à l'information	274	287	319	386	400
Demandes d'accès pour aider d'autres ministères en vertu de la Loi sur l'accès à l'information	174	172	100	158	200
Total des demandes traitées	2 914	2 931	2 750	2 837	2 925

* Prévisions.

Le nombre total de plaintes déposées contre la GRC est indiqué au Tableau 62. L'Accès à l'information a reçu 2 837 demandes d'accès et 38 plaintes déposées contre la GRC en vertu de la Loi sur l'accès à l'information ont fait l'objet d'une enquête selon le rapport de 1994-1995 du Commissaire à l'information. Dix-huit plaintes ont été jugées sans fondement, dix-neuf ont été trouvées parfaitement justifiées et résolues et une est toujours en attente d'un règlement.

Le rapport de 1994-1995 du Commissaire à la protection de la vie privée indique que 100 plaintes portées contre la GRC en vertu de la Loi sur la protection des renseignements personnels ont fait l'objet d'une enquête, en regard des 2 750 demandes d'accès reçues par l'Accès à l'information. Quatre-vingt trois de ces plaintes (83 p. 100) n'étaient pas fondées et une a été retirée. Les plaintes peuvent résulter de l'omission de fournir les informations dans les délais prescrits, du refus de fournir des informations d'accès restreint ou de la perception d'honoraires pour fournir les informations demandées en vertu de la Loi sur l'accès à l'information. Seulement cinq des seize plaintes justifiées n'ont pas été résolues.



On a aussi commencé à transformer le processus d'examen en usage à la Direction en modifiant la façon dont les études sont menées ainsi que la nature des rapports avec les sujets de la vérification, de manière à insister davantage sur les aspects de la consultation et du partenariat. En attribuant un caractère consultatif aux services de vérification et d'évaluation, on donne aux gestionnaires un moyen d'assurer le perfectionnement continu de leurs programmes.

Accès à l'information

L'Accès à l'information relève actuellement des Relations publiques.

L'Accès à l'information offre une réponse centralisée aux demandes d'accès à certains renseignements formulées en vertu de la Loi sur l'accès à l'information et de la Loi sur la protection des renseignements personnels, en plus d'élaborer des politiques et des modalités pour la GRC en vue de garantir le respect des lois précitées. La prestation des services passe par divers groupes, notamment : la Section de la planification et des services opérationnels, qui fournit des services administratifs à la Direction, traite toutes les demandes d'accès, répartit la charge de travail et s'acquitte des fonctions reliées au personnel, aux finances, à l'approvisionnement, au matériel, à la sécurité et aux locaux; la Section de l'accès aux dossiers, qui centralise le traitement de toutes les demandes officielles présentées en vertu de la Loi sur l'accès à l'information et de la Loi sur la protection des renseignements personnels; enfin, la Section des services relatifs aux politiques et aux programmes, qui garantit le respect des lois en contrôlant et en élaborant des politiques, des modalités et des lignes directrices internes pour la collecte, la conservation, l'élimination, l'utilisation et la diffusion de tous les renseignements personnels ou généraux intéressant la GRC.

À l'heure actuelle, 24 postes doivent être comblés par des policiers chevronnés, spécialisés dans divers programmes d'application de la loi, qui possèdent une formation d'analystes en matière d'accès à l'information et de protection des renseignements personnels (AIPRP) ou qui doivent assurer le soutien de la politique et du programme. On s'assure ainsi que les dossiers délicats d'application de la loi sont bien protégés et que l'on atténue le besoin de longues consultations avec les gestionnaires de programme à propos des demandes d'AIPRP, et on préserve la crédibilité de la GRC au sein de la collectivité policière et auprès des organismes internationaux, des autres ministères fédéraux et des sources d'information.

Le Tableau 61 indique le nombre et le genre de demandes traitées grâce au programme d'Accès à l'information. Le nombre total de demandes traitées a augmenté légèrement en 1994-1995 et une autre hausse est prévue pour 1995-1996.

Les Services financiers s'occupent de gérer les affaires financières de la GRC afin de satisfaire aux exigences de cette dernière ainsi que des parties contractantes, des lois et du gouvernement en matière de contrôle financier et de responsabilité comptable. Ils sont responsables de l'affectation et de l'utilisation des ressources financières, de même que de l'établissement et de la tenue d'un système efficace d'administration financière. Par l'entremise des services divisionnaires de l'intendance (SDI), ils fournissent des conseils à l'État-major supérieur et aux commandants divisionnaires en matière d'administration financière. Ces conseils viennent souvent en réponse à des demandes soulevées relativement à des obligations contractuelles et à des interprétations de protocoles d'entente. Les Services financiers donnent aussi à tous les SDI des directives fonctionnelles et des conseils sur l'organisation, la dotation en personnel et la formation, afin de promouvoir la communication d'évaluations et de conseils financiers valables dans les évaluations de rendement des agents financiers supérieurs.

À la suite des recommandations formulées dans un rapport de consultants et de plusieurs ateliers, on a examiné plus de 46 suggestions visant à simplifier l'administration de la solde et de l'approvisionnement à la GRC. Plusieurs de ces propositions se sont traduites par une efficacité accrue. Cette rationalisation a permis à la Gendarmerie de réaliser des économies en révisant certaines de ses méthodes financières. On va élaborer un programme de «meilleures pratiques» afin de donner à tous les employés l'occasion de proposer des façons plus efficaces de dispenser les services financiers à la GRC.

Vérification et évaluation

Le programme de Vérification et d'Évaluation a été réuni à celui des Services de gestion. Il a pour but d'étudier et d'évaluer continuellement tous les aspects des opérations de la GRC en procédant à des vérifications, des évaluations et des études exhaustives de tous ses programmes, cela afin de s'assurer que la haute direction de la GRC dispose d'informations pertinentes, fiables et objectives sur l'efficacité du cadre de gestion de l'organisation et l'exécution de ses programmes. En 1994-1995, la Direction de la vérification et de l'évaluation a effectué des études dans les domaines suivants : administration des biens, police communautaire, équité en matière d'emploi et paiements anticipés. Des études ont aussi été amorcées sur les renseignements criminels, les Services de santé et les politiques et méthodes de sécurité du gouvernement.

On a officiellement instauré un système de contrôles de la qualité et on continue d'aider les divisions opérationnelles à assurer une utilisation efficace de ce procédé au niveau des détachements. Ce système permet au gestionnaire de vérifier le degré de conformité du service. Les contrôles de la qualité sont exécutés en fonction du risque et non suivant un cycle périodique.



Les Services de gestion ont été réunis à la fonction de Vérification et d'évaluation.

Les Services de gestion élaborent et coordonnent la planification générale et stratégique, fournissent la politique générale, gèrent les services d'information et fournissent des services de consultation à la haute direction de la GRC. Ils préparent des notes d'information et des rapports annuels pour le Commissaire et aussi dans le cadre du processus de planification du gouvernement.

Le personnel des Services de gestion s'occupe de définir et d'élaborer les questions de stratégie et de politique pour l'État-major supérieur de la GRC et de lui donner des conseils sur les questions qui touchent à la direction de l'organisation. Il entreprend et exécute divers projets, dont la préparation de l'échange d'information stratégique, l'élaboration de l'énoncé directionnel du Commissaire, la définition des cibles stratégiques et l'élaboration du plan stratégique, l'élaboration et l'interprétation de la politique générale sur les services de police à contrat, la formulation des normes de service et des principes régissant le travail policier, la rédaction du document sur les perspectives et du plan d'activités, ainsi que le maintien des fonctions de planification générale.

La Sous-direction des politiques et de la planification générale assure un lien essentiel entre les centres de décision de la GRC et les organismes centraux en dirigeant ou en participant à des projets comme l'étude du programme de la GRC et le Projet Renouveau. Elle tâche de faire en sorte que les orientations et les priorités stratégiques de la GRC soient respectées, qu'elles répondent aux exigences des organismes centraux et qu'elles complètent les objectifs généraux de l'organisation. Parmi les projets en cours ou prévus, mentionnons :

- la sélection des «meilleures pratiques» selon les principes de gestion organisationnelle progressive;
- la prévision des situations, menaces et missions éventuelles de la GRC et l'élaboration de stratégies pertinentes;
- l'élaboration de politiques nouvelles et l'amélioration constante de la qualité et de l'opportunité des conseils offerts à l'État-major supérieur, à la haute direction de la Gendarmerie et au Solliciteur général du Canada;
- l'amélioration constante de la capacité de planification et d'établissement des priorités de la GRC;
- l'apport soutenu d'informations et de recommandations essentielles au Projet Renouveau.

Indicateurs de rendement

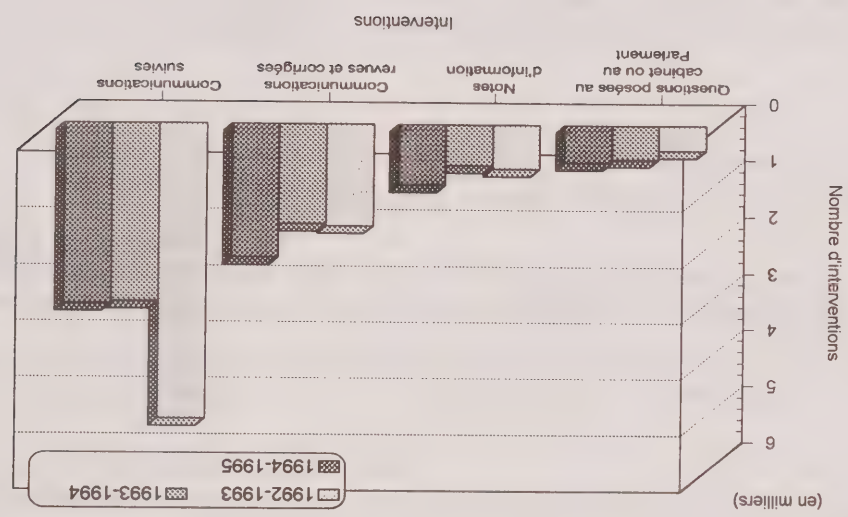
En 1995, la Direction des services de gestion s'est occupée de 50 projets spéciaux ou études importantes. Pendant cette période, le personnel de la Direction a préparé 204 notes d'information à l'intention de la haute direction de la GRC. Ces documents renferment des informations exactes et ponctuelles sur les questions d'actualité susceptibles d'influer sur la planification et l'orientation stratégique de la GRC.

La sous-activité de la Direction représente la répartition des ressources directement liées à la gestion de l'activité. Cette sous-activité assure également l'affectation des ressources pour le Cabinet du Commissaire.

Le Cabinet du Commissaire (Services d'état-major et Liaisons ministérielles) conseille le Commissaire et l'aide à s'acquitter de ses responsabilités. Au nombre de ses principales fonctions, notons celles-ci : assurer des services de liaison, de coordination et de gestion de l'information, fournir un soutien administratif, répondre aux demandes d'information et d'explications du Ministre, ainsi qu'à certaines exigences parlementaires, et soumettre la correspondance ministérielle et celle du Commissaire à un contrôle de la qualité.

Les statistiques concernant ces services sont exposées au Tableau 60. En 1994-1995, on a constaté une augmentation de 17 p. 100 du nombre d'interventions. On a préparé près de 1 100 notes d'information, une augmentation de 48 p. 100 par rapport à l'année précédente, et revu et corrigé ou suivi plus de 5 500 communications. Le nombre de réponses aux demandes d'information du Ministre et aux questions du Parlement a aussi connu une légère hausse. La différence observée au chapitre des communications suivies reflète la modification de la méthode de suivi plutôt qu'une réduction de la charge de travail.

Tableau 60 : Statistiques concernant le Cabinet du Commissaire



1994-1995

Explication de la différence : Les besoins financiers pour 1994-1995 sont de 0,6 million de dollars (1,2 p. 100) inférieurs aux prévisions budgétaires.

- les dépenses prévues comme celles qui sont attribuées aux suspensions et aux congés de maladie, de maternité, de paternité et d'adoption sont imputées à la Direction.

Sommaire des ressources

Le total des dépenses pour l'activité de la Gestion générale comptera pour environ 2,1 p. 100 des dépenses totales pour 1996-1997 et pour 2,5 p. 100 des équivalents de temps plein.

Tableau 58 : Sommaire des ressources de l'activité

(en milliers de dollars)		Dépenses		Dépenses		Budget	
		1995-1996		1996-1997		1994-1995	
		réelles					
		ETP		ETP		ETP	
		\$		\$		\$	
Direction	1 415	15	7 237	33	2 913	30	2 913
Services de gestion	4 380	53	7 966	83	9 547	104	9 547
Services financiers	20 866	273	23 246	267	22 694	273	22 694
Vérification et évaluation	2 931	38	1 499	17	2 596	34	2 596
Accès à l'information	2 073	32	1 983	30	2 460	32	2 460
Relations publiques	8 415	104	11 114	139	10 940	121	10 940
Examens externes et appels	340	5	531	6	476	6	476
Total partiel	40 420	520	53 576	575	51 626	600	51 626
Moins les recettes	40		40		0		0
Dépenses nettes	40 380		53 536		51 626		51 626
Ressources humaines (ETP)		520		575		600	

Explication de la différence : Les besoins financiers pour 1996-1997 sont de 13,2 millions de dollars (24,6 p. 100) inférieurs aux prévisions des dépenses. Cette diminution est surtout attribuable au facteur suivant :

- réaffectation des ressources en vertu des budgets de fonctionnement (10,3)

NOTA :

- les dépenses prévues comme celles qui sont attribuées aux suspensions et aux congés de maladie, de maternité, de paternité et d'adoption sont imputées à la Direction.



D. Gestion générale

Objectif	Description
Assurer la reddition de comptes, le contrôle et le soutien des processus du gouvernement et de la GRC en vue du maintien de la paix, de l'ordre et de la sécurité.	

La Gestion générale comprend la planification stratégique et générale, l'établissement des politiques, la planification financière, la vérification et l'évaluation des programmes. Le soutien d'initiales et l'obligation de rendre des comptes au gouvernement sont assurés par la coordination des communications, des affaires publiques, de l'accès à l'information, des examens externes et des appels.

La Gestion générale offre un cadre pratique et moderne pour coordonner la planification stratégique et opérationnelle et les politiques de la Gendarmerie. La fonction d'Accès à l'information permet à la GRC d'assurer la protection des dossiers tout en donnant accès à certaines informations qu'elle conserve. Les Relations publiques représentent un volet important du programme d'application de la loi de la GRC et ont pour objet de favoriser de bonnes relations avec le public et de présenter une image positive de la GRC au Canada et à l'étranger.

GESTION GÉNÉRALE	
DIRECTION	1 415 \$K 15 ETP
SERVICES DE GESTION	4 380 \$K 53 ETP
SERVICES FINANCIERS	20 866 \$K 273 ETP
VÉRIFICATION ET ÉVALUATION	2 931 \$K 38 ETP
ACCÈS À L'INFORMATION	2 073 \$K 32 ETP
RELATIONS PUBLIQUES	8 415 \$K 104 ETP
EXAMENS EXTERNES ET APPELS	340 \$K 5 ETP

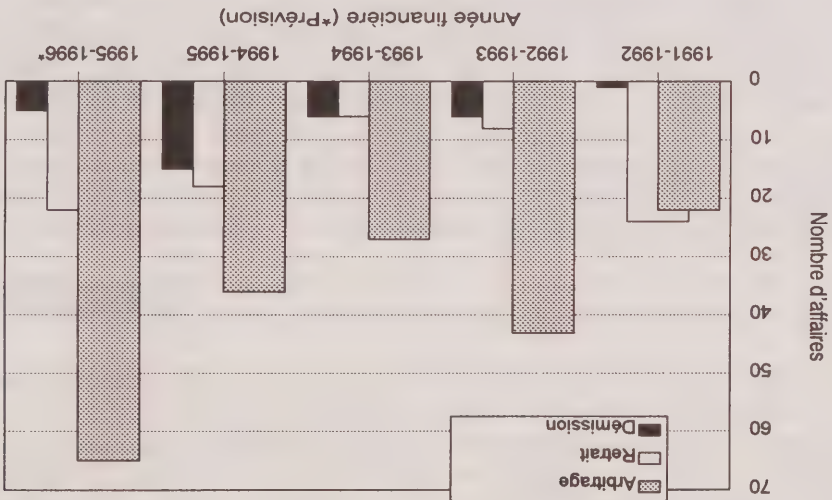


Tableau 57 : Modes de règlement des affaires

ajoute à cela les 71 affaires non réglées à la fin de l'année précédente, on en arrive à une charge de travail globale de 147 cas. De ce nombre, 69 affaires ont été réglées : 36 par le processus d'arbitrage, 18 par abandon des procédures par l'officier compétent et 15 par la démission volontaire du membre (voir le Tableau 57). À la fin de l'année financière, il restait 70 affaires non réglées. Le nombre élevé de jugements prévus pour 1995-1996 est attribuable à l'accélération du processus d'arbitrage, qui devrait réduire considérablement le nombre de cas reportés sur les années futures.

Le Groupe des représentants des membres a ouvert 53 dossiers en 1994 et il s'attend d'en ouvrir plus de 50 en 1995. Il y a actuellement près de 48 dossiers en attente d'un règlement par voie d'audience officielle ou d'arbitrage accéléré.

Tableau 56 : Aperçu statistique des activités du SCRC

	1992-1993	1993-1994	1994-1995	1995-1996*	1996-1997*
Vérifications des bureaux provinciaux	4	2	2	3	3
Contrôle de la qualité / études des	1	1	0	1	1
Gestion du Bureau central	3	5	8	4	7
Ateliers / cours / séminaires	120	130	300	310	500
Participants	2 440	2 160	1 400	1 400	500
Rapports traités par le projet Pleins Feux					
* Prévisions					

Normes professionnelles

Le programme des Normes professionnelles a été créé en 1985 afin d'offrir un soutien administratif et les services d'un personnel à plein temps ayant reçu une formation juridique, soit pour représenter et aider les officiers compétents responsables de l'imposition de mesures disciplinaires graves (conduite) ou de mesures de licenciement ou de rétrogradation (rendement), ainsi que, sur demande, les membres qui sont l'objet de telles mesures, soit pour servir d'arbitres dans les causes de ce genre. Les comités d'arbitrage étaient composés à l'origine de deux officiers locaux et d'un officier dûment formé de la Direction des normes professionnelles. Mais dernièrement, à cause de la charge de travail, plusieurs comités étaient entièrement constitués d'officiers locaux afin de combler les retards.

Le 1^{er} septembre 1994, avec l'approbation de l'État-major supérieur de la GRC, on a procédé à la réorganisation du programme des Normes professionnelles, qui a entraîné l'élimination de la direction et la redistribution de ses composantes et de son personnel dans différents services de la GRC. Les représentants des officiers compétents se trouvent maintenant à la Sous-direction des affaires internes, Direction du personnel, tandis que ceux des membres ont été réaffectés au Programme des relations professionnelles. Les arbitres, quant à eux, font maintenant partie du Groupe du soutien adjudicatif, qui relève de la sous-commissaire à la Gestion générale. Le budget de l'ancienne Direction des normes professionnelles a été fractionné et réparti entre ses diverses composantes, et il servira de niveau de référence futur pour déterminer le budget des éléments du programme qui subsistent.

Les nouveaux rapports hiérarchiques ont pour but de rattacher plus étroitement les activités fonctionnelles des diverses composantes aux niveaux de direction responsables de ces activités. La réorganisation vise également à dissiper toutes les appréhensions à l'égard d'une éventuelle polarisation qui aurait pu se développer à cause de la présence de deux parties adverses et d'un élément décisionnel au sein d'une même structure organisationnelle et administrative.

À cause de l'accent mis sur la nécessité de traiter les affaires dans les formes, la charge de travail a augmenté en 1994-1995. On s'attend à une autre augmentation cette année. Au cours de l'année 1994-1995, on a dû former des comités d'arbitrage pour examiner 76 affaires de discipline. Si on



organisé est-européen.

19 août 1995. Cette publication annuelle, maintenant imprimée à l'interne, a été modifiée et ne porte plus maintenant que sur un seul grand sujet à la fois. Le deuxième rapport de ce genre, produit au coût de 3 000 \$ et paru en août 1995, avait pour thème le *Crime*

On continue de perfectionner le Système national automatisé de renseignements sur la criminalité (SARC II), à qui on a intégré les plus récentes techniques afin de pouvoir broser un tableau exact et complet du crime organisé au Canada. Des difficultés techniques et administratives inattendues ont retardé l'exécution du projet. On devrait avoir terminé l'installation de tous les terminaux d'utilisateur pour le mois de mars 1996 et le système devrait être entièrement opérationnel à compter de ce moment-là. D'autres améliorations seront apportées au SARC II, dont l'intégration de la banque de données du projet Pleins Feux, que pourront alors consulter tous les services de renseignements criminels.

Le SCRC a été l'hôte d'un atelier sur le crime organisé asiatique en mai 1995, auquel ont assisté 110 délégués canadiens. L'atelier a coûté 6 500 \$.

Trois cours de renseignements criminels ont été offerts en 1995, à Vancouver, Saint-Jean (Québec) et Centralia (Ontario). Ils ont regroupé au total 90 participants et ont coûté 14 000 \$, 13 000 \$ et 20 000 \$ respectivement.

L'Association canadienne des chefs de police a dissous son Comité sur le crime organisé pour le remplacer par un agent de liaison qui siègera au Comité exécutif du SCRC. Cette mesure vise à regrouper toutes les ressources opérationnelles et les sources de renseignements policiers au Canada, ainsi qu'à promouvoir la collaboration dans les projets d'application de la loi.

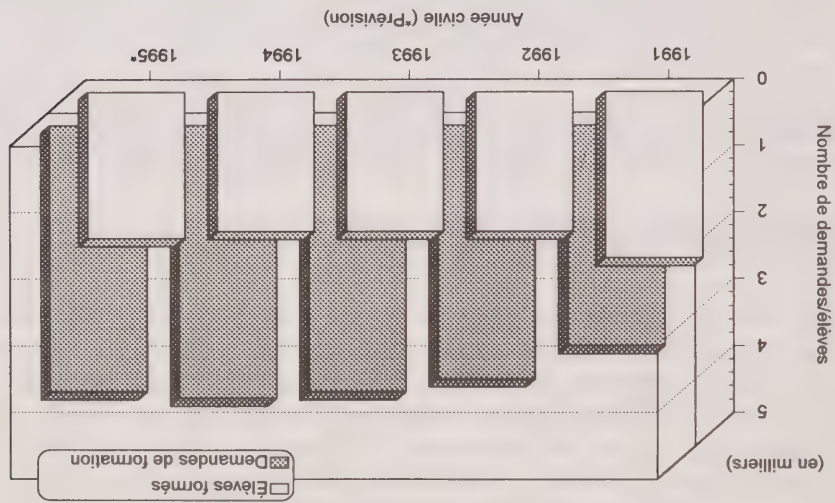
La Direction des renseignements criminels de la GRC servira d'instrument d'analyse du SCRC pour une collecte et une diffusion efficaces des renseignements criminels dans toute la communauté policière.

Le SCRC abritera une équipe de projet chargée de recueillir et de diffuser des renseignements sur le mouvement des armes à feu illégales au Canada. Cette équipe appuiera dans ses fonctions le Groupe de travail national sur les armes à feu.

Le Tableau 56 renferme des statistiques sur le programme du SCRC, dont le nombre de rapports traités par le projet Pleins Feux. Le projet Pleins Feux dispose d'une banque de données sur les bandes de motards hors-la-loi. On s'attend à une baisse considérable du nombre de rapports traités par ce projet en 1996-1997 puisque, après la mise en place du SARC II, qui devrait être terminée en mars 1996, les bureaux provinciaux commenceront à traiter leurs propres rapports. Lorsque les bureaux provinciaux seront en ligne, ils entreront leur propres rapports et le Bureau central et l'équipe du projet Pleins Feux se contenteront d'entrer des données internationales. Les statistiques au Tableau 56 ont trait au Bureau central seulement, car les bureaux provinciaux sont contrôlés par les divisions ou la sûreté provinciale.

au cours des cinq dernières années. Bien que la demande ait augmenté régulièrement depuis 1991, le nombre d'élèves formés est demeuré stable. Cela est dû à l'insuffisance des installations au Collège (classes et lieux d'hébergement) qui limite le nombre d'élèves pouvant être accueillis en même temps. On s'efforcera de trouver des moyens pour accroître la fréquentation du Collège.

Tableau 55 : Statistiques concernant le Collège canadien de police



Services canadien de renseignements criminels

Le Service canadien de renseignements criminels (SCRC) est un organisme national administré par la GRC. Son Bureau central est situé à Ottawa et il compte neuf bureaux provinciaux à travers le pays. Le SCRC s'intéresse particulièrement au crime organisé. Il rassemble des renseignements criminels et s'assure que les renseignements tactiques sont transmis, par l'intermédiaire des bureaux provinciaux, aux membres de l'organisme qui disposent des installations nécessaires pour la collecte, l'analyse et la diffusion de renseignements criminels. Le SCRC offre également des ateliers et des cours dans le domaine du renseignement criminel.

Le Comité exécutif du SCRC, présidé par le commissaire de la GRC, regroupe 21 membres. C'est lui qui approuve les buts et objectifs recommandés par le Comité de supervision. Le programme est administré par une équipe composée de représentants de divers corps de police, dont un membre de la Sûreté du Québec et un autre de la Police provinciale de l'Ontario, qui font figure de directeurs adjoints, et un officier du Service de police de la Communauté urbaine de Montréal.

Voici quelques faits saillants et initiatives du programme :

Le rapport annuel du Service canadien de renseignements criminels a été déposé officiellement à la réunion du Comité exécutif du SCRC tenue à Regina (Saskatchewan) le



Voici quelques faits saillants et initiatives dignes de mention :

Le Centre canadien pour les relations interraciales de la police, établi au Collège canadien de police, fournit des renseignements et d'autres formes d'aide à une vaste gamme de clients relativement aux rapports de la police avec les différentes cultures.

L'Institut canadien des cadres policiers fait partie intégrante du Collège canadien de police. Il s'emploie à faire des recherches et à organiser des ateliers sur les questions policières d'actualité.

Les membres du Collège présentent des ateliers, des séminaires et des exposés à divers services et organismes, dont des écoles et des corps de police canadiens et étrangers, ainsi qu'à l'occasion de réunions internationales et de conférences. Ils communiquent également avec leurs clients au Canada et partout dans le monde à propos de questions policières.

Le Collège a fait l'objet d'une réorganisation dans la foulée du Projet de renouvellement et d'autres changements aux programmes et aux relations hiérarchiques sont prévus au cours de l'année.

Le Collège prépare un cours à l'intention des instructeurs en intervention tactique, qui sera offert à compter de 1996.

Par suite d'une analyse des besoins, on a décidé de remanier le cours en français de perfectionnement des cadres policiers en fonction des besoins particuliers des services de police municipaux francophones de petite taille. On le limitera à deux semaines afin de le rendre plus accessible aux cadres policiers.

Un projet pilote a été entrepris en collaboration avec la Direction de l'informatique afin de voir s'il est possible de recourir aux vidéoconférences comme outil de formation.

Le Groupe des applications informatiques s'occupe actuellement de trois projets qui permettraient d'ajouter les cours suivants au programme du Collège : Cours sur les fouilles, les perquisitions et les saisies dans le domaine électronique, Techniques d'enquête sur les intrusions dans les systèmes Internet et Unix et Techniques d'enquête sur les babillards électroniques.

Le Groupe de la formation en identité judiciaire a entrepris des projets qui entraîneraient la création des cours suivants : Programme de stages en identification, Cours d'enquêteurs en constatations criminelles, Cours d'analyse des traces de sang et Cours vidéo d'identification.

On examine actuellement les attestations requises pour le Cours d'identité judiciaire supérieur et on étudie la possibilité de réduire de trois à deux semaines la durée de ce cours.

En 1995, le Collège canadien de police a donné 119 cours, dont 12 séances spéciales, et formé 2 190 élèves, parmi lesquels 124 provenaient d'organismes d'application de la loi étrangers. C'est une augmentation d'environ dix pour cent par rapport à l'année précédente. Douze autres cours ont été présentés à des organismes de police sur demande spéciale, la plupart en dehors du Collège. Le Tableau 55 montre le nombre de demandes de formation reçues et le nombre d'élèves formés

Le Bureau d'enregistrement des armes à feu a entrepris un projet important ayant pour but d'accroître l'efficacité des opérations et de réduire les coûts. Ce projet consiste à perfectionner les systèmes informatiques existants pour permettre l'entrée en direct des données sur les armes à autorisation restreinte et réduire ainsi les besoins en matière de ressources humaines. On a remarqué une diminution considérable des erreurs et des délais depuis le début de ce projet. Pour aider les utilisateurs du système, on a entrepris un programme d'identification des armes à feu qui comporte la saisie d'images représentant plus de 5 000 armes sur CD-ROM.

L'aperçu statistique fourni au Tableau 54 décrit la charge de travail du Service de l'identité judiciaire. L'adoption du projet de loi C-17 est à l'origine de la hausse considérable du nombre de demandes d'enregistrement d'armes à feu en 1992-1993 et 1993-1994.

Tableau 54 : Aperçu statistique - Service de l'identité judiciaire

Description	1992-1993	1993-1994	1994-1995	1995-1996*	1996-1997*
Empreintes digitales reçues (criminel et civil)	637 256	618 540	604 557	610 784	616 891
Empreintes latentes - recherches	88 073	79 982	87 266	89 011	90 791
Total des dossiers criminels ouverts	2 683 345	2 700 000	2 500 000	2 550 000	2 600 000
Dossiers traités par la S.-dir.	777 022	679 744	581 517	650 000	650 000
des dossiers judiciaires					
Chèques frauduleux - affaires classées	12 025	9 107	5 280	5 500	5 500
Demandes d'enregistrement d'armes à feu	130 829	97 176	72 251	70 000	70 000
Photographie judiciaire	120 420	110 745	102 600	120 000	120 000
- films					
- clichés	2 669 360	2 528 775	2 479 611	2 600 000	2 600 000

* Prévisions.

Collège canadien de police

Le Collège canadien de police offre une formation policière avancée en matière d'organisation, d'administration, de gestion du personnel et de techniques d'enquête spécialisées. Les cours du Collège s'adressent à tous les services de police canadiens et étrangers. Le Collège présente aussi des exposés et se prête à des consultations sur demande. Le Centre de documentation policière fournit des services d'information et de bibliothèque aux élèves ainsi qu'aux corps de police canadiens et étrangers.



Le Bureau d'enregistrement des armes à feu veille à l'émission des certificats d'armes à autorisation restreinte et tient un registre automatisé de tous ces certificats émis au Canada. Le registre contient maintenant plus de 1,24 million de certificats. Les divers corps de police canadiens peuvent y accéder par l'entremise du CIPC pour obtenir rapidement des données d'enquête utiles. Le Bureau traite maintenant environ 45 000 certificats d'enregistrement d'armes à autorisation restreinte et 30 000 changements d'adresse chaque année.

La Section des chèques frauduleux tient un registre national des chèques frauduleux et autres documents liés à des crimes, tels que des notes d'extorsion, des billets de hold-up et des lettres de menaces ou d'obscénités. En 1994-1995, elle a été saisie de 5 280 affaires, dont 202 portaient sur des billets de hold-up et des lettres anonymes. On lui a transmis au total 12 125 pièces à conviction dans le courant de l'année. La valeur marchande des chèques frauduleux qui lui ont été soumis s'élevait à plus de 18,5 millions de dollars.

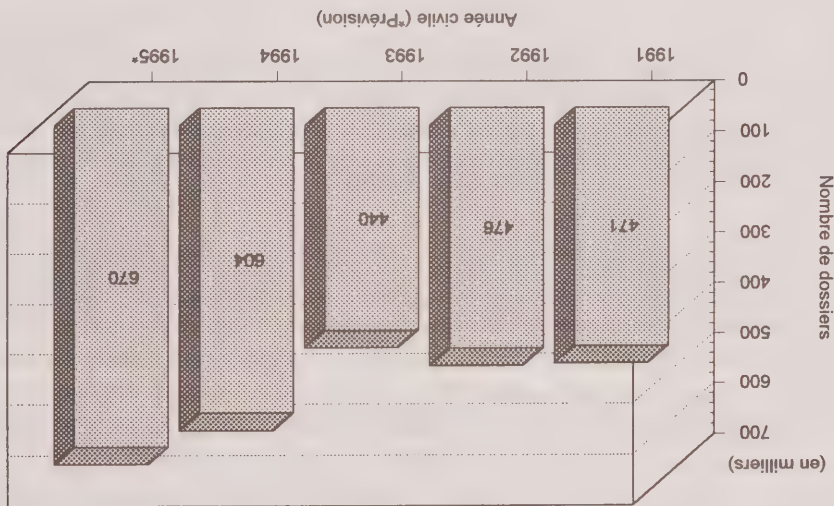


Tableau 53 : Bureau d'enregistrement des enfants disparus - Dossiers opérationnels

Le Bureau fournit des analyses de données pertinentes du CIPC et compile des statistiques sur les enfants disparus. Depuis sa création, il a vu sa charge de travail s'accroître régulièrement et atteindre plus de 50 enquêtes par mois. Au cours de l'année 1994, on a entré au CIPC 51 973 dossiers d'enfants disparus, ce qui représente une baisse de 7 p. 100 par rapport à l'année précédente. Environ 51 000 dossiers, de l'année courante ou des années antérieures, sont retirés du système chaque année. Il est important de souligner que ce chiffre représente le nombre de transactions au CIPC et non le nombre réel d'enfants disparus. Le système contenait 1 438 dossiers à la fin de 1994, soit quatre pour cent de moins que l'année précédente. Il s'y trouve en moyenne 1 600 dossiers actifs chaque mois. Le Tableau 53 montre une progression régulière du nombre de dossiers opérationnels ouverts par le Bureau d'enregistrement des enfants disparus, qui devrait se poursuivre en 1995.

Les Services d'imagerie et de photographie offrent les services suivants :

- développement et tirage de photos couleur et noir et blanc;
- imagerie électronique, dont des numérisations vidéo d'images provenant de vidéos de surveillance;
- expertise judiciaire et photographie, dont la prise de photos aériennes en format de 70 mm et de neuf pouces sur neuf.

En 1994-1995, ils ont tiré plus de 2,4 millions de photographies couleur, développé 102 600 films et offert leur soutien dans plus de 60 affaires nécessitant des numérisations vidéo d'images ou des améliorations de photographies. L'équipe de photographie aérienne a croqué plus de 2 000 km de terrain sur pellicule photographique à haute résolution de neuf pouces, à l'appui de diverses enquêtes criminelles menées à travers le Canada.

La Section des recherches et des études en identité judiciaire tient un répertoire de données sur l'identité judiciaire et effectue des recherches sur l'équipement et les techniques d'identification. Elle agit également comme centre de décision et effectue des examens de la qualité du programme de l'identité judiciaire dans les divisions. Les spécialistes de l'identité judiciaire examinent les lieux d'un crime et comparent les empreintes et les éléments de preuve matérielle afin d'identifier les criminels. En 1994-1995, ils ont répondu à 39 751 demandes d'examen des lieux d'un crime et identifié 4 427 criminels.

Les sections régionales de l'assistance à l'identité judiciaire, situées à Halifax, Regina, Edmonton et Vancouver, s'intéressent surtout aux crimes graves ou en série, notamment à l'analyse de la morphologie des taches de sang et à l'ostéologie judiciaire, lesquelles ont pour but d'adoindre aux procédés d'identification existants des techniques extrêmement complexes et perfectionnées d'examen des lieux d'un crime.

En 1994-1995, les spécialistes de ces sections ont été saisis de 174 affaires et ils ont effectué 220 analyses de la morphologie des taches de sang et autres examens anthropologiques nécessitant l'emploi de traitements chimiques spéciaux, de sources de lumière secondaires ou d'un géoradar, certains même pratiqués sur des cadavres exhumés.

Bureaux d'enregistrement spéciaux

Le **Bureau d'enregistrement des enfants disparus** est un service offert par l'entremise du Centre d'information de la police canadienne (CIPC). Il se tient en liaison constante avec la police et d'autres organismes partout au pays afin de les aider et de les orienter dans leurs enquêtes sur des enfants disparus. Il offre notamment des services de vieillissement des photographies, un raccordement avec Internet ainsi qu'un programme de transport et de réunion disponible sur demande pour faciliter le retour des enfants enlevés.

Le Service de l'identité judiciaire comprend les éléments suivants :

Services d'information

La **Section de l'exploitation dactyloscopique** met à la disposition de la police, des tribunaux et des autres organismes autorisés un répertoire informatisé national des dossiers dactyloscopiques des criminels. Ce fichier comprend maintenant au-delà de 2,5 millions de dactylogrammes. On a reçu et traité au total 604 557 dactylogrammes de civils et de criminels en 1994-1995, comparativement à 618 540 l'année précédente. Les vérifications du fichier nominatif des civils étaient au nombre de 256 432 en 1994-1995, en baisse de 17 p. 100 par rapport à l'année d'avant. On a également reçu et recherché dans la base de données 50 621 empreintes latentes prélevées sur les lieux d'un crime (le nombre réel d'empreintes et non le nombre de dossiers, que l'on utilisait auparavant comme unité de mesure), dont 1 613 ont été associées à des personnes possédant un casier judiciaire.

Il y a maintenant huit postes éloignés d'exploitation du Système automatisé d'identification dactyloscopique (SALD) reliés à l'emplacement central du SALD, à Ottawa. En 1994-1995, ils ont transmis à ce dernier 36 645 empreintes latentes prélevées sur les lieux d'un crime, qui ont mené à 993 identifications de détenus d'un casier judiciaire. Toutes les recherches d'empreintes latentes trouvées sur les lieux d'un crime ont permis d'établir 2 606 liens entre des suspects et des crimes graves commis au Canada.

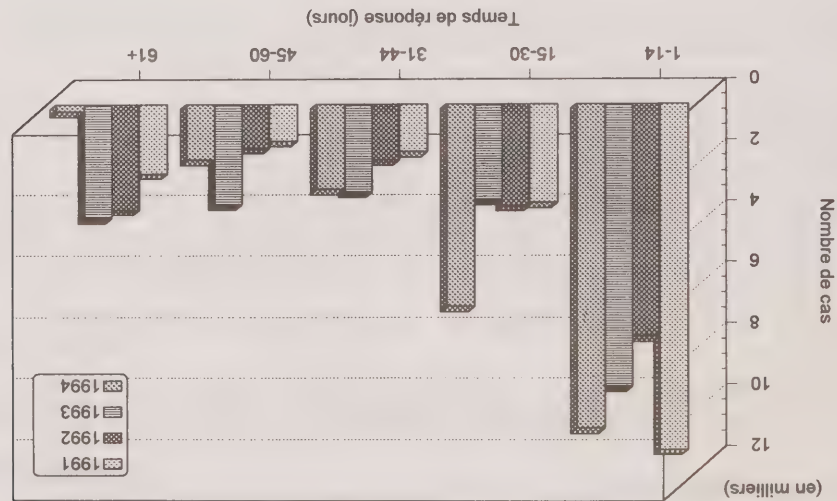
Le personnel des **Dossiers judiciaires** assure la tenue d'un répertoire central des dossiers judiciaires pour le compte de la GRC et de quelque 1 500 autres services de police autorisés au Canada. Il fournit aussi des renseignements contenus dans ces dossiers à des services d'application de la loi étrangers en vertu de protocoles d'entente internationaux. Le répertoire se compose de dossiers papier, informatisés ou microfilmés sur environ 2,7 millions de personnes accusées ou reconnues coupables d'actes criminels.

Automatisation des dossiers criminels : Ce projet consiste à automatiser complètement tous les dossiers judiciaires d'ici avril 1998. Les frais de développement initiaux proposés s'élèvent à 13 millions de dollars; ils seront vite compensés par les économies que l'on prévoit réaliser au chapitre des ressources humaines et matérielles, à raison d'environ 2 millions de dollars par année.

Identification 2000 : Cette initiative a pour but de mettre au point et de faire l'essai d'une technologie capable de faciliter l'entrée en direct de renseignements judiciaires par la police canadienne dans le répertoire central à Ottawa, et d'en recommander la mise en application. Le système proposé sera éventuellement intégré au Système automatisé d'identification dactyloscopique (SALD). La GRC pense que cela permettra d'économiser de l'argent, d'accroître la précision des dossiers et d'offrir un service plus efficace au système pénal canadien.

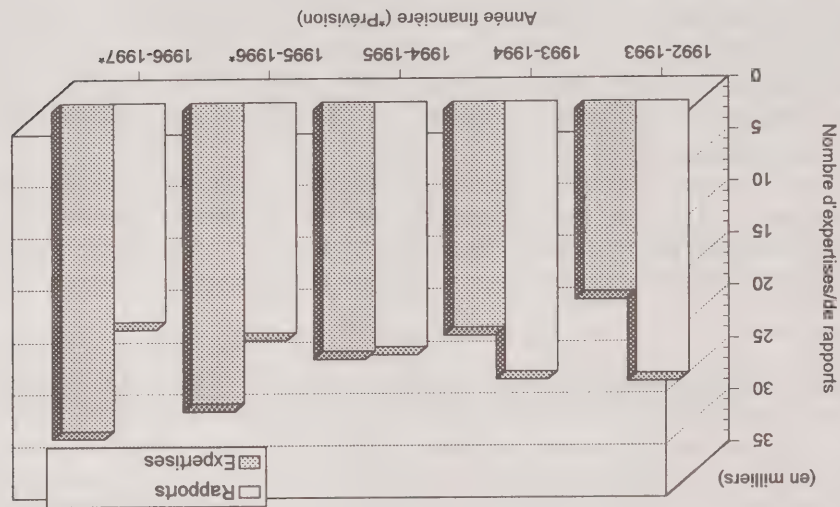


Tableau 51 : Service des laboratoires judiciaires - Temps de réponse



Le Tableau 52 indique respectivement le nombre d'expertises demandées et le nombre de rapports émis. Malgré une diminution de 8 p. 100 du nombre d'expertises demandées en 1994-1995, le nombre de rapports émis a augmenté de presque 8 p. 100 par rapport à l'année précédente, à cause surtout de la quantité accrue de fausse monnaie reçue et examinée. On s'attend à ce que ce nombre se stabilise autour de 21 000 rapports émis annuellement.

Tableau 52 : Service des laboratoires judiciaires - Demandes d'expertises et rapports émis



Le Service des laboratoires judiciaires fournit une aide scientifique et technique au système pénal canadien. Il se compose d'environ 340 employés scientifiques, techniques et administratifs répartis dans les laboratoires de Vancouver, Edmonton, Regina, Winnipeg, Ottawa et Halifax.

Le Service examine les éléments de preuve matérielle recueillis au cours d'enquêtes afin d'établir pour les enquêteurs des liens solides entre les victimes, les suspects et les lieux d'un crime. Il fournit également des opinions d'expert fondées sur des examens scientifiques dans le but d'aider aux enquêtes et de présenter des éléments de preuve devant les tribunaux.

Le Laboratoire judiciaire central d'Ottawa assure un soutien scientifique et technique centralisé. Un certain nombre de fonctions opérationnelles centralisées y sont offertes, dont l'examen de la fausse monnaie et des documents de voyage contrefaits, l'expertise des cartes de crédit contrefaites ou frauduleuses et l'analyse des résidus de poudre.

En 1992, la GRC a lancé un nouveau projet en vue de contrôler les activités des organisations criminelles internationales faisant usage de cartes de crédit contrefaites. Le Service des laboratoires judiciaires a emboîté le pas en créant un service chargé d'examiner toutes les cartes de crédit contrefaites ou modifiées trouvées par les différents corps de police au Canada. Ce service judiciaire centralisé publie maintenant un bulletin mensuel sur les cartes de crédit à l'intention de la police canadienne.

Les sections de biologie dans tous les laboratoires de la GRC assurent un service national d'analyse de l'ADN contenu dans le sang et les cheveux. Les dispositions législatives adoptées dernièrement qui permettent le prélèvement d'échantillons biologiques pour le typage à l'ADN causeront un surplus de travail aux sections de biologie. Voilà pourquoi le Service des laboratoires judiciaires a mis au point une nouvelle méthode de typage plus rapide qui sera bientôt en usage dans tous les laboratoires. On s'attend à ce que les coûts engendrés par ces nouvelles dispositions, dont les frais de démarrage et les coûts d'exploitation pour une période de cinq ans, dépassent les 12 millions de dollars. Le coût total prévu pour la première année est de 4,6 millions de dollars.

Le Service des laboratoires judiciaires continue de fournir des conseils scientifiques et techniques aux groupes de chercheurs internationaux qui s'intéressent à l'analyse de l'ADN, à l'examen des fibres textiles et à la détection des explosifs. En collaboration avec le Centre canadien de recherches policières, il a amené la GRC, l'Association canadienne des chefs de police et le Conseil national de recherches à s'unir pour les besoins de la recherche, de la mise au point, de l'évaluation et de la commercialisation d'équipements de police à l'échelle nationale.

Le Tableau 51 démontre l'efficacité avec laquelle le Service des laboratoires judiciaires est en mesure de répondre aux demandes qui lui sont soumises. Il indique le temps de réponse (en jours) requis pour traiter un nombre de cas donné. En 1994, le Service a émis 24 182 rapports, soit 8 p. 100 de plus que l'année précédente. Près de 71 p. 100 des expertises demandées ont été effectuées dans les 30 jours.



Un certain nombre d'initiatives sont devenues nécessaires pour assurer la sécurité des aéronefs et l'observation des règlements de Transports Canada, dont celles-ci :

- la mise en place d'un système de rapports de fiabilité pour l'entretien des aéronefs. Des études sont en cours afin de déterminer quel Système de contrôle d'entretien des aéronefs conviendrait le mieux à la GRC tout en respectant les normes de Transports Canada;
- la création d'un Comité de révision de l'entretien, tel qu'il est requis dans tout OEA.

Le Comité de la sécurité du Service de l'air, qui se compose de représentants des divisions où sont basés des aéronefs du Service de l'air, a formulé des recommandations axées sur la sécurité touchant la formation, l'équipement, les procédures d'utilisation normalisées et l'entretien des aéronefs. Toutes les recommandations ont été acceptées et les mesures nécessaires ont été prises.

En 1994-1995, on a adopté une nouvelle méthode d'évaluation des aspirants pilotes d'hélicoptère du Service de l'air. Cette méthode s'est avérée concluante et on prévoit continuer de l'utiliser. Étant donné qu'on fait de plus en plus appel aux hélicoptères de la GRC pour l'application des lois fédérales, il serait plus sécuritaire de disposer d'appareils biturbines capables de voler en tout temps afin de survoler de grands plans d'eau ou des zones au large des côtes. Les propositions d'acquisition d'hélicoptères tiendront compte de cette exigence, le cas échéant.

Les activités du Service de l'air sont exposées en chiffres au Tableau 50. Au cours de l'année 1994-1995, les aéronefs de la GRC ont accumulé au total 25 157 heures de vol et parcouru quelque 4,2 millions de milles terrestres, ce qui représente une augmentation de 2 p. 100 par rapport à la distance parcourue l'année d'avant. Les coûts liés à la navigation aérienne, tels que les coûts des réparations et de l'entretien, les frais de courtage, les taxes, les droits et les coûts d'expédition, ont continué de grimper. Des modifications importantes apportées aux deux appareils Grand Caravan ont aussi contribué à la hausse des coûts en 1994-1995. Le Service de l'air a rapporté un accident en 1994. Le personnel de ce service s'efforce de faire un usage économique, efficace et efficient des aéronefs afin de minimiser les coûts et de maximiser le service offert à la clientèle.

Tableau 50 : Activités du Service de l'air

	1990-1991	1991-1992	1992-1993	1993-1994	1994-1995
Aéronefs à voile fixe					
Heures de vol	19 341	19 411	20 946	20 039	19 807
Milles terrestres	5 390 899	5 061 122	3 657 878	3 552 182	3 534 284
Coût/mille	1,73 \$	1,84 \$	2,85 \$	3,14 \$	3,68 \$
Aéronefs à voile tournante					
Heures de vol	4 463	4 763	5 170	4 743	5 350
Milles terrestres	763 850	878 944	599 239	539 132	636 753
Coût/mille	2,81 \$	2,34 \$	3,41 \$	4,40 \$	3,85 \$



En 1994, la GRC a acheté deux aéronefs Cessna Grand Caravan qui sont actuellement basés à Ottawa. Ces appareils ont été équipés de matériel de surveillance ultra-moderne afin d'aider à mener à bien les nouveaux projets des services des douanes et de l'accise relativement à la contrebande de tabac et d'autres produits au Canada et d'assurer la sécurité des événements majeurs, tels que les Jeux du Commonwealth à Victoria, la visite du président des États-Unis et le Sommet économique d'Halifax. On poursuit l'évaluation d'un avion à turbopropulseur Cessna 206 dans un rôle de surveillance, afin de déterminer s'il pourra remplacer les appareils de surveillance actuels. Le Service de l'air de la GRC fonctionne comme un organisme d'entretien agréé (OEA). Le Manuel de contrôle d'entretien rédigé par lui et approuvé par Transports Canada touche maintenant les 22 sections de l'air de la GRC réparties à l'échelle du pays.

La GRC possède un parc aérien auquel se sont greffés avec le temps des avions de brousse, des hélicoptères et un avion long-courrier pressurisé. En 1994-1995, le Service de l'air de la GRC disposait de 28 aéronefs à voilure fixe et de neuf aéronefs à voilure tournante, avec lesquels il assure un soutien aux opérations policières partout au Canada. Les aéronefs de la GRC, situés à 22 endroits stratégiques, servent principalement au transport des enquêteurs, des spécialistes, des prisonniers et des pièces à conviction, de même qu'aux recherches aériennes pour retrouver des personnes disparues ou recherchées. On fait aussi appel au Service de l'air pour le transport du personnel administratif et d'équipements dans des endroits inaccessibles par d'autres moyens.

Services de l'air

La Section de l'installation et de l'administration des réseaux administre et gère le réseau informatique ROSS. Le perfectionnement de la version 4 du Réseau NOVELL et l'élaboration et la mise en oeuvre d'un plan antispionnage figurent au nombre des projets actuels et futurs dans le domaine.

Le Bureau d'assistance central continue de s'occuper des problèmes se rapportant au logiciel, au matériel et aux réseaux informatiques dans toute la GRC. Il répond aux appels «1-800» des divisions pendant les heures creuses et il a commencé dernièrement à offrir un service permanent aux divisions O, E et D. Le Bureau répond à 3 000 appels en moyenne chaque mois.

La Section des services d'opération machine participe activement à l'élaboration, l'application et la mise à l'essai d'un plan antispionnage pour le Centre de données. Au cours de l'année 1995-1996, un nouveau système opérationnel, le Système de transmission de données délicates (STD), a été créé afin d'aider aux enquêtes nécessitant la protection de renseignements extrêmement délicats. La normalisation de l'ordinateur et du matériel connexe du Système de renseignements protégés sur la criminalité compte parmi les projets en cours.

Exploitation informatique

La Sous-direction met à l'essai à la Direction de l'informatique des produits commerciaux tels qu'ENTRUST. Elle veut ainsi dégager les questions techniques et politiques qu'il faudra résoudre avant de procéder à l'automatisation des documents dans le réseau de l'entreprise. Ces produits commerciaux formeront la base de l'architecture de la sécurité du réseau informatique de la GRC.

La Section du bureau-pilote s'est livrée à des évaluations du logiciel de gestion des affaires graves afin de trouver un programme capable de remplacer l'actuel système de gestion des affaires graves Q&A. Elle a fait appel pour cela à la participation du personnel administratif et opérationnel divisionnaire, qui a été invité à essayer les nouvelles applications destinées à être employées sur le terrain.

Soutien technique

Le rôle principal de la Sous-direction du soutien technique est de fournir un soutien au secteur de l'informatique dans les domaines suivants : logiciel d'ordinateur central, planification du rendement et de la capacité, contexte d'utilisation du réseau local et de l'ordinateur individuel (RL/OI), planification stratégique de la technologie de l'information (TI) et installations électriques et mécaniques de l'immeuble et de l'ordinateur central. Elle a aussi pour fonction de consulter et de conseiller les services divisionnaires de l'informatique relativement au contexte d'utilisation du RL/OI et à la stratégie et l'architecture de la TI.

Parmi les projets importants de la Sous-direction, notons l'élaboration d'un plan d'action stratégique en matière de TI à la suite de vidéoconférences avec des groupes de discussion. Le plan, comprenant la vision, les objectifs et l'ébauche préliminaire d'un plan d'activités connexe, a été approuvé par la Direction de l'informatique et l'État-major supérieur de la GRC. L'élaboration de l'architecture technique de l'entreprise en l'état où elle se trouve constituait une des mesures urgentes à prendre. On tente toujours de définir l'étendue du travail et les méthodes à employer pour établir de façon définitive les éléments de la stratégie et de l'architecture et les relier au plan stratégique de la GRC.

Système de bureautique de la GRC (ROSS)

La Section du réseau local de la GRC s'efforce toujours de perfectionner cette plate-forme, qui représente un élément crucial du projet de remaniement des communications et procédés à la GRC. Le ROSS continue d'évoluer en prévision de son expansion dans tous les détachements de la GRC au cours des deux prochaines années. On exerce un contrôle beaucoup plus rigoureux sur cet élément essentiel qu'est le courrier électronique.

Sécurité informatique

La Sous-direction de la sécurité informatique s'emploie entre autres à fournir des instructions et des directives en ce qui a trait à la sécurité des techniques informatiques, cela afin de permettre la transformation des dossiers papier en dossiers électroniques tout en maintenant la confidentialité, l'intégrité, l'authenticité et la disponibilité de l'information. Elle est en train d'établir un plan d'ensemble pour mettre les mécanismes de sécurité existants au service de l'automatisation.



informatique de la Division K.

Une autre initiative en cours à la Division K comprend l'exécution d'évaluations pré et post-installation du CILDS et du SURS ainsi que des études des méthodes de mesure des temps de groupe. Elle a pour but d'évaluer l'efficacité et l'efficience de ces systèmes dans le paysage

d'équipements du CILDS et du SURS.

des services 911, en plus d'effectuer plusieurs évaluations préalables et consécutives à l'installation dans les divisions. Les trois sections ont aussi prêté leur assistance à l'occasion de la mise en place opérationnelles (STO). Ces tâches ont pris de l'importance avec tous les projets de fusion des STO appliquer les méthodes de mesure des temps de groupe dans les stations de transmissions surtout employées à effectuer des chronométrages et des études sur les ressources, ainsi qu'à le nombre de demandes de services augmenter par rapport à l'année 1993-1994. Elles se sont Les trois sections des services régionaux, pour les régions de l'Est, du Centre et de l'Ouest, ont vu

ont été préparés par la Section en 1994-1995.

organismes du gouvernement et des services autres que la GRC. Vingt-sept documents de ce genre définitive de protocoles d'entente régissant les demandes d'accès au SRRJ faites par des La Section a aussi participé aux recherches, à l'organisation, à la préparation et à la mise au point

et la mise en réseau d'équipements informatiques dans ces secteurs.

des efforts avec les sous-directions de la Police des drogues afin d'aider à l'acquisition, l'installation de services demeure constant en 1995-1996 à cause d'initiatives majeures telles que la coordination divisions achètent maintenant leur propre équipement. On s'attend à ce que le nombre de demandes nécessaires à l'achat de matériel informatique afin de pouvoir enfin mener ce projet à terme. Les a fait des efforts additionnels au cours des dernières années pour engager les sommes d'argent à l'année dernière peut être attribuable à la mise en oeuvre complète du SRRJ en 1993-1994. On dans les services extérieurs faisant usage d'équipements de la GRC. Cette diminution par rapport soutien de la part d'utilisateurs de l'INFOSYS, le répertoire du matériel informatique à la GRC et En 1994-1995, la Section du soutien aux clients a reçu au total 2 940 demandes de services de

Assistance informatique locale

de réduction du nombre de ces pages, on a réussi à rabaisser ce chiffre à 19 millions.

28,2 millions pages de directives en circulation dans toute la GRC. Grâce à une stratégie agressive La compression des manuels de directives va bon train. Le 1^{er} juin 1988, il y avait au total quelque

à jour.

de refontes majeures. On s'attend à une augmentation à ce chapitre en raison de l'examen des politiques en cours (voir la page 29). Plusieurs manuels importants ont été refondus, révisés et mis En 1994-1995, la Section a reçu 759 demandes de service, qui se composaient de modifications et

Système intégré de répartition de l'information (CIIDS) : On continue de travailler sur ce système, qui assurera un lien permanent entre le public et la police, de même qu'entre les diverses unités policières, dans des situations d'urgence ou ordinaires. Treize emplacements du CIIDS auront été créés à la fin du présent exercice.

Le projet SURS (Système universel de rapports simplifiés) s'attache toujours à la rationalisation des méthodes de rapport sur les opérations par la réduction de la paperasse et l'usage accru de moyens de communication électroniques. La mise en place du SURS au Nouveau-Brunswick a augmenté l'efficacité du personnel opérationnel dans cette province.

Un poste de travail mobile établi dans le cadre d'un projet pilote de la GRC et de la municipalité de Burnaby, en Colombie-Britannique, permettra l'intégration du SURS dans le CIIDS et l'exploitation des fonctions du SURS dans un univers mobile.

Parmi les autres projets qui sont prévus pour 1996-1997, notons le remplacement, l'amélioration et la modernisation des équipements et systèmes de télécommunications dans toute la GRC.

Gestion de l'information

La Section de la gestion des formulaires est responsable de l'élaboration et du contrôle du programme des formulaires de la GRC ainsi que de la prestation de services et de conseils à ses homologues divisionnaires. Sur les 1 400 formulaires produits par elle au cours de la dernière année, 400 étaient sous forme électronique. Un programme de formation assistée par ordinateur sur la façon de remplir les formulaires a été conçu et sera distribué aux divisions avant décembre 1995.

La Section jouera un rôle de premier plan au sein du Groupe de travail sur les signatures numériques qui a été mis sur pied afin d'établir des normes d'identification numérique. Les questions de politiques relatives à l'enregistrement électronique des données sont toujours examinées à l'occasion des discussions courantes avec les centres de décision de l'informatique. La résolution de ces questions permettra à la Section de tirer avantage de toutes les possibilités d'organisation du travail et de mieux exploiter le potentiel du logiciel des formulaires électroniques.

La Section de la gestion des directives est responsable de l'édition et de la formulation des politiques et méthodes ainsi que des projets d'automatisation de tous les manuels. En 1994, 21 manuels de la GRC sont passés du système de gestion des documents GOLLD, moins efficaces, au format WordPerfect. Les détachements pourront accéder électroniquement aux manuels dès qu'ils disposeront des configurations de poste de travail et des installations de communication en direct nécessaires.



maintenant.

Transmission de données par satellite : La Sous-direction des techniques de communication étudie la possibilité d'installer 20 autres soupces servant à la transmission de données par satellite (V-Sat) dans les Territoires du Nord-Ouest. La GRC en a déjà installé 93 jusqu'à

Réseau informatique intégré (RIBON) : La GRC a entrepris de moderniser dans tout le Canada le réseau du Centre d'information de la police canadienne (CIPC), maintenant connu sous le nom de Réseau informatique intégré (RIBON) de la GRC, à un coût approximatif de 19 millions de dollars. Une fois installé, ce réseau offrira aux utilisateurs de l'autoroute de l'information un accès réciproque aux bases de données et permettra un échange direct d'information entre divers organismes. Le réseau servira aussi de fondement aux systèmes nationaux de justice pénale, tels que le Système d'enregistrement des armes à feu et le futur réseau des services de justice pénale, qui pourraient améliorer les liens entre les cours de justice pénale, les commissions des libérations conditionnelles, les établissements pénitentiaires et la police.

Techniques de communication

de la GRC.

Il y a eu une hausse marquée du nombre de dossiers automatisés créés au SRRJ. Toutes les divisions ont contribué à hausser le taux moyen d'automatisation (le nombre de dossiers automatisés par rapport au nombre de dossiers créés) de 39,71 en 1992 à 46,36 en 1995. Cette augmentation rend compte des efforts qui sont faits dans le but d'automatiser la gestion des dossiers opérationnels

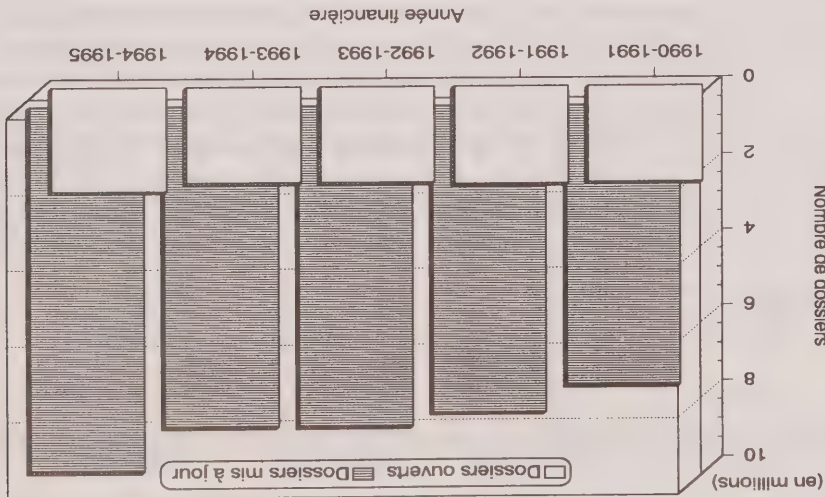


Tableau 49 : Dossiers opérationnels ouverts et mis à jour au SRRJ

Tableau 48 : Transactions au CIPC et frais d'exploitation du système

	1990-1991	1991-1992	1992-1993	1993-1994	1994-1995
Transactions au CIPC	98 029 354	101 276 511	*106 187 782	*111 114 895	*110 643 196
Frais d'exploitation du CIPC	13 228 985	13 633 211	12 755 802	* 13 962 164	**7 680 834
Coût/Transaction (\$)	0,13	0,13	*0,12	*0,13	**0,07

* D'après les prévisions.

** Ces chiffres ne sont pas comparables à ceux des années passées.

CIPC 2001 est un projet important qui a pour but de moderniser et d'étendre l'application et l'infrastructure du CIPC. Les forces de l'ordre, y compris la GRC, se partageront et intégreront la technologie, la gestion de l'information, les frais d'utilisation et les transferts de ressources humaines et de compétences afin de réduire les coûts nets d'exploitation. Parmi les objectifs immédiats visés par le projet, il y a la reproduction de l'information policière existante sur une plate-forme plus accessible et simple d'emploi, la multiplication des liens avec d'autres systèmes de renseignements judiciaires et policiers, l'étude des possibilités d'échanges d'applications et de technologies, et la promotion d'interfaces compatibles et harmonieuses entre les utilisateurs.

Développement d'applications

Le **Système de récupération de renseignements judiciaires (SRRJ)** est un système automatisé de rapports sur des incidents auquel la GRC peut accéder en tout temps. Les services du SRRJ sont aussi offerts à quinze autres services de police, au British Columbia Institute of Justice et à trois ministères fédéraux, soit Agriculture Canada, Ports Canada et Revenu Canada. Il y a partage des coûts avec les services de police et recouvrement total des coûts du côté des ministères fédéraux. En 1994-1995, on dénombrait au Canada 2 400 terminaux du CIPC et 177 terminaux de services extérieurs ayant accès au SRRJ.

Le nombre de dossiers ouverts au SRRJ en 1994-1995 s'élevait à 2 707 477, une augmentation de 8,5 sur l'année précédente. Environ dix pour cent d'entre eux proviennent de services extérieurs. La base de données du SRRJ renferme actuellement 9 577 474 dossiers, soit 13,5 p. 100 de plus qu'en 1993-1994. Le nombre de dossiers détruits en 1994-1995 était en baisse de 1 560 000. Le Tableau 49 illustre le nombre de dossiers opérationnels ouverts et mis à jour au SRRJ.

La sous-activité de la Direction représente l'affectation de ressources reliées directement à la gestion de l'activité.

Informatique

Le programme de l'informatique englobe l'administration et le maintien des systèmes de gestion de l'information de la GRC et des techniques connexes. L'entretien technique du Centre d'information de la police canadienne (CIPC) représente l'un des éléments importants du programme. La gestion et l'administration du CIPC, qui faisaient auparavant partie des attributions de la Direction de l'information, ont été confiées à la Direction des services d'information et d'identité judiciaires.

Le Centre d'information de la police canadienne (CIPC) offre un système national de renseignements informatisés perfectionné pour l'entreposage, la consultation et la communication de renseignements policiers à plus de 2 500 services judiciaires et d'application de la loi canadiens et américains accrédités. Il offre aussi un accès direct à INTERPOL et est relié aux États-Unis au moyen du système automatisé d'échange de renseignements policiers entre le Canada et les États-Unis (ACUPIES). Quarante organismes de l'extérieur sont actuellement reliés par interface au CIPC. Les Services du CIPC s'adonnent aux activités suivantes pour le compte des utilisateurs du système : formation, vérification, recherches autonomes, établissement d'interfaces avec des systèmes externes, formulation de politiques et solution de problèmes. Ils s'occupent également de coordonner la Réunion du Comité consultatif du CIPC et le Séminaire des coordonnateurs.

Les frais d'exploitation annuels du CIPC ainsi que le nombre de transactions effectuées sont indiqués au Tableau 48. On estime à plus de 110 millions le nombre de transactions effectuées pendant l'année, soit une diminution de moins d'un pour cent par rapport à l'année précédente. Les frais d'exploitation du CIPC se sont élevés à environ 7,7 millions de dollars en 1994-1995. Ce chiffre n'est pas comparable à celui des années passées en raison d'un certain nombre de facteurs, dont l'utilisation d'éléments d'établissement des coûts différents par suite du transfert de certaines fonctions du CIPC à la Direction des services d'information et d'identité judiciaires, de même que les frais administratifs et généraux moins élevés que devait assumer la nouvelle direction. De plus, les coûts d'utilisation de l'unité centrale n'ont pas été inclus dans les frais d'exploitation du CIPC. À noter également que ceux-ci comprennent le coût des lignes du réseau du CIPC et de la Direction de l'information.



Tableau 47 : Rendement financier en 1994-1995

(en milliers de dollars)

1994-1995			
Dépenses réelles		Budget principal	Différence
\$	ETP	\$	ETP
Direction	1 116	233	3
Informatique	161 057	166 720	1 695
Service de l'air	25 354	21 403	118
Service des laboratoires	37 068	43 040	331
judiciaires			
Service de l'identité judiciaire	52 425	60 635	685
Collège canadien de police	8 995	9 940	83
Service canadien de renseignements criminels	2 623	1 174	15
Normes professionnelles	1 201	1 448	15
Total partiel	289 839	304 593	2 945
Moins recettes	3 789	3 461	328
Dépenses nettes	286 050	301 132	(15 082)
Ressources humaines (ETP)	3 000		2 945
55			55

Explication de la différence : Les besoins financiers pour 1994-1995 ont été inférieurs de 15,1 millions de dollars (5 p. 100) par rapport au budget principal. Voici le principal élément qui a contribué à cette baisse :

en millions de dollars

- réaffectation des ressources en vertu des budgets de fonctionnement (13,9)

Nota :

- Les dépenses réelles comme celles qui sont attribuées aux suspensions et aux congés de maladie, de maternité, de paternité et d'adoption sont imputées à la Direction.

Sommaire des ressources

Le total des dépenses pour l'activité des Services judiciaires représentera environ 14,8 p. 100 des dépenses totales brutes de 1996-1997 et 13,8 p. 100 des équivalents de temps plein.

Tableau 46 : Sommaire des ressources de l'activité

(en milliers de dollars)			
Dépenses réelles	1994-1995	Dépenses prévues	1995-1996

	\$	ETP	\$	ETP
Direction	216	3	4 625	4
Informatique	154 748	1 626	167 467	1 630
Service de l'air	22 503	124	28 880	129
Service des laboratoires judiciaires	41 239	338	32 204	327
Service de l'identité judiciaire	55 108	658	54 048	692
Collège canadien de police	8 799	80	9 075	81
Service canadien des renseignements criminels	1 144	15	2 593	39
Normes professionnelles	1 371	13	1 082	9
Total partiel	285 128	2 857	299 974	2 911
Moins les recettes	3 461		3 461	
Dépenses nettes	281 667		296 513	
Ressources humaines (ETP)	2 857		2 911	
	3 000		3 000	

Explication de la différence : Les besoins financiers pour 1996-1997 sont de 14,8 millions de dollars (5 p. 100) inférieurs aux prévisions des dépenses pour 1995-1996. Cette réduction est surtout attribuable au facteur suivant :

- réaffectation de ressources en vertu des budgets de fonctionnement (7,1)

NOTA :

- Les dépenses prévues comme celles qui sont attribuées aux suspensions et aux congés de maladie, de maternité, de paternité et d'adoption sont imputées à la Direction.



Objectif

Fournir des services spécialisés à la GRC et à tous les services de police, institutions pénales, ministères et tribunaux criminels autorisés dans le but de favoriser le maintien de la paix, de l'ordre et de la sécurité.

Description

L'activité des Services judiciaires fournit de l'expertise technique et un soutien opérationnel à tous les services de police canadiens accrédités et aux institutions spécialisées du système pénal. Les services offerts comprennent l'élaboration et le maintien d'un programme complet de gestion de l'information (c'est-à-dire communications de données vocales et numériques) pour soutenir les opérations de la GRC et des services de police canadiens. On offre aussi des services de laboratoires judiciaires et d'identification à la police canadienne, aux institutions gouvernementales et aux tribunaux, ainsi que des services de transport aérien à l'échelle du pays pour aider le personnel de la GRC à accomplir ses fonctions policières.

SERVICES JUDICIAIRES	
DIRECTION	216 \$K 3 ETP
INFORMATIQUE	154 748 \$K 1 626 ETP
SERVICE DE L'AIR	22 503 \$K 124 ETP
SERVICE DES LABORATOIRES JUDICIAIRES	41 239 \$K 338 ETP
SERVICE DE L'IDENTITÉ JUDICIAIRE	55 108 \$K 658 ETP
COLLÈGE CANADIEN DE POLICE	8 799 \$K 80 ETP
SERVICE CANADIEN DE RENSEIGNEMENTS CRIMINELS	1 144 \$K 15 ETP
NORMES PROFESSIONNELLES	1 371 \$K 13 ETP



Le programme de protection du Premier ministre vise à assurer la protection du Premier ministre du Canada et de sa famille dans leurs déplacements au pays, ainsi qu'à aider le personnel de sécurité local durant leurs visites à l'étranger. Le Peloton s'occupe de tous les aspects de la sécurité dans la région de la capitale nationale. Il coordonne les exigences reliées à la protection personnelle, aux chauffeurs et à la sécurité des lieux pour les voyages au Canada et se tient en liaison avec les agents de sécurité étrangers en prévision de visites à l'étranger.

Le nombre d'employés utilisés et les dépenses réelles liées au programme sont indiqués dans les tableaux figurant aux pages 84 et 85.

Peloton de protection
du Premier Ministre

* Prévisions.					
Activité	1991-1992	1992-1993	1993-1994	1994-1995	1995-1996*
Catégorie «A»	3	1	6	2	5
Catégorie «B»	6	4	4	10	5
Catégorie «C»	4	4	6	4	4
Catégorie «D»	26	37	34	25	30
Catégorie «E»	11	9	10	5	6
Total	50	55	60	46	50

Tableau 45 : Événements majeurs - activités

Catégorie «D» : Comprend les conférences, réunions et expositions tenues au Canada sous l'égide du gouvernement fédéral.

Catégorie «E» : Comprend les réunions du Comité des priorités et de la planification, celles du Cabinet et celles des premiers ministres.

Au cours de l'année 1994-1995, la GRC a offert des services de consultation ou de coordination de la sécurité à l'occasion de divers événements, dont les suivants :

- le Sommet de la Francophonie à Cotonou (Bénin);
- la Conférence des juges de la Cour suprême à Ottawa;
- les Jeux olympiques d'été de 1996 à Atlanta (Georgie);
- la Rencontre des chefs d'Etat du Commonwealth en Nouvelle-Zélande;
- le Sommet économique du G-7 à Halifax;
- les Jeux panaméricains de 1999 à Winnipeg;
- la 50^e Réunion des ministres de l'Agriculture du Conseil mondial de l'alimentation des Nations Unies, à Québec.

Parmi les activités prévues pour 1996, notons la coordination de la sécurité aux événements suivants :

- les Jeux olympiques d'été à Atlanta;
- les Paraolympiques d'Atlanta;
- la Conférence pour la coopération économique entre les pays d'Asie et du Pacifique (CCEAP);
- les visites de Sa Majesté la reine à Terre-Neuve, du Prince de Galles au Manitoba et en Saskatchewan et de la princesse Anne en Ontario;
- les Jeux olympiques d'hiver de 1998 à Nagano (Japon);
- les Jeux panaméricains de Winnipeg.

La CCEAP, qui se tiendra au Canada en 1997, exigera une grande coordination et la GRC fera partie d'un groupe de travail interministériel chargé de coordonner les tâches de tous les organismes gouvernementaux participants. La GRC assurera la protection de tous les chefs d'Etat et de toutes les personnes bénéficiant d'une protection internationale en visite au Canada, en plus de fournir des services de sécurité et de contrôler les accréditations.

Le Tableau 45 montre les statistiques relatives au programme des Événements majeurs. Les diverses activités sont regroupées en cinq catégories, définies ci-après. La Sous-direction des événements majeurs a participé à 46 activités en 1994-1995, dont 54 p. 100 étaient des conférences et des réunions ou expositions organisées au Canada par le gouvernement fédéral (Catégorie D).

Catégorie «A» : Comprend les sommets, conférences et assemblées d'envergure réunissant des chefs d'Etat.

Catégorie «B» : Comprend les manifestations sportives internationales tenues au Canada ou à l'étranger et où la GRC, dans un rôle d'exécutant ou d'organisme de liaison, doit assurer la planification ou la coordination de la sécurité des athlètes.

Catégorie «C» : Comprend les visites au Canada de Sa Majesté la reine, des membres de la famille royale ou d'un chef d'Etat, lesquelles visites constituent des événements majeurs.



Événements majeurs

* Prévisions.
** Pas disponible.

Catégorie	1993	1994	1995*
Armes prohibées	1 170	1 039	900
Armes à aut. restr.	13	17	12
Substances explosives	68	66	40
Autres armes	290	405	400
Remarques (bombes, armes à feu)	105	104	110
Explosion d'une bombe	0	1	0
Piratage	0	0	0
Sabotage	0	0	0
Prise d'otages	0	0	0
Infraction à la sécurité	139	106	90
Infractions - aéronef	0	5	4
Sécurité des aéronefs	0	33	40
Intrusions	23	48	40
Conflits de travail du personnel	0	0	0
Colis suspects	541	740	900
Voies de fait	**	154	170
Dommages matériels	**	322	300
Vois	**	1 559	1 600
Perturbations	**	311	370

Tableau 44 : Statistiques pour l'analyse de la menace - Sécurité de l'aviation civile

étaient en grande partie le fait de passagers perdus, incapables de trouver leur porte d'embarquement, qui erraient dans l'aéroport après avoir franchi les douanes. Les «intrusions» représentent les cas où on a surpris des personnes en train de grimper la clôture entourant le périmètre. Les 740 «colis suspects» ont été soumis à des inspections par des chiens de police ou à l'aide de matériel de détection des vapeurs d'explosifs. Il y avait parmi eux des valises, des colis ou des paquets laissés par inadvertance par des passagers.

Le programme des Événements majeurs vise à s'assurer que les mesures de sécurité en place au moment de la tenue d'événements nationaux et internationaux sont suffisantes pour garantir la sécurité de tous les participants. La Sous-direction des événements majeurs donne des conseils en matière de sécurité pour la planification des événements majeurs. Elle élabore, met en application et contrôle les politiques et modalités touchant les mesures de sécurité. Des coordonnateurs de la sécurité sont nommés pour surveiller et coordonner toutes les mesures de sécurité qui sont prises pendant la tenue d'événements majeurs.

bien que depuis la Guerre du Golfe en 1991, le nombre de menaces à la bombe a beaucoup diminué. Les nouvelles politiques de stationnement adoptées dans certains aéroports ont entraîné une baisse des accidents de la circulation en 1994. Le nombre de vols et de passagers a grimpé modérément depuis 1991.

Tableau 43: Statistiques relatives au programme de la Police des aéroports

Domaine	1991	1992	1993*	1994	1995**
Fouilles					
- Chiens de police	1 218	1 123	1 224	974	1 200
- Détecteurs de vapeurs d'explosifs	2 229	1 137	1 481	1 562	1 500
Menace à la bombe					
- Aéronefs	60	26	20	10	10
- Aéroports	41	24	15	5	10
Incidents					
- Lois fédérales	7 600	5 583	4 406	4 772	4 500
- Lois provinciales	902	701	570	586	500
- Code criminel	4 285	4 159	4 416	2 346	2 300
- Total - circulation	164 834	147 845	146 888	126 278	125 000
<p>* Les données d'avant 1994 incluent les statistiques de 18 aéroports désignés, alors que les prévisions de 1994 sont fondées sur les activités aux dix aéroports internationaux seulement.</p> <p>** Prévisions.</p>					

En 1993, Transports Canada a convenu de fournir à la GRC des statistiques permettant de déterminer les menaces auxquelles pourrait être exposée l'aviation civile (voir le Tableau 44). La GRC a fait l'analyse de cette information et conclu que l'aviation civile n'était nullement menacée en 1994. Certaines des variations dans les chiffres figurant au Tableau 44 sont attribuables à une définition plus rigoureuse des catégories exposées. Les statistiques recueillies jusqu'à maintenant en 1995 ne font état d'aucun incident susceptible de constituer une menace délibérée à l'endroit de l'aviation civile au Canada.

Le Tableau 44 indique également le nombre de personnes en possession d'une «arme prohibée» (matraque chimique Mace, gaz poivre, etc.). Ce nombre comprend les Canadiens et les Américains ignorant les lois canadiennes ou les restrictions s'appliquant au contrôle pré-embarquement. Les «substances explosives» se composaient en grande partie de munitions ou de détonateurs transportés en souvenir par des passagers. Les «autres armes» étaient des carabines et des fusils déclarés aux divers comptoirs d'enregistrement des compagnies d'aviation. La majorité des personnes trouvées en possession d'«armes à autorisation restreinte» (armes de poing) étaient des citoyens américains qui ne connaissaient pas les lois canadiennes. Les «infractions à la sécurité»



La Police des aéroports offre des services de police et de sécurité dans dix aéroports internationaux en vertu d'un protocole d'entente signé avec Transports Canada. Son objectif premier est de protéger les passagers, les aéronefs et les biens contre les menaces à l'endroit de l'aviation civile, ainsi que d'assurer la protection des passagers et des biens contre toute activité criminelle. Elle maintient une présence policière visible et intervient en rapport avec divers incidents à l'intérieur du périmètre de l'aéroport, en plus de fournir un soutien opérationnel aux services spécialisés dans les domaines des douanes, de la lutte antidrogue, des questions d'immigration et de passeport, de la protection des PDM et du renseignement.

Initiatives de la Police des aéroports

Étude de la technologie par Transports Canada et la GRC : En 1991, un groupe de travail composé de personnel technique de la GRC et de Transports Canada a été créé afin d'évaluer l'équipement existant et les nouvelles techniques destinées à améliorer la sécurité des aéroports internationaux au Canada, surtout dans les zones d'accès contrôlé. Une étude de la sécurité de l'Aéroport international de Vancouver a été entreprise et on tâchera notamment de déterminer le niveau de sécurité à assurer à cet endroit afin de réduire le nombre de commissionnaires aux postes de gardes stationnaires. On s'attend à ce que les auteurs de l'étude fassent des recommandations en vue de garantir un meilleur usage des membres de la GRC aux aéroports internationaux.

Vérification/évaluation conjointe de Transports Canada et de la GRC : La GRC a examiné en 1992-1993 le programme de la Police des aéroports, en collaboration avec le personnel de Transports Canada. Au nombre des questions à l'étude figuraient le mandat de la Police des aéroports, ses objectifs, les fonctions qui lui sont confiées, l'efficacité des systèmes de gestion et d'exécution du programme, la formation liée au programme et la rentabilité des ressources allouées. La GRC, sur l'avis de Transports Canada, a retiré 35 policiers de l'Aéroport international Lester B. Pearson de Toronto et se propose d'en retirer 41 autres aux neuf autres aéroports internationaux au pays. L'exécution des travaux se poursuit.

Recouvrement des coûts : En juillet 1995, un comité directeur composé de cadres supérieurs de la GRC, de Transports Canada, du Solliciteur général du Canada et du Conseil du Trésor a ordonné la création d'un groupe de travail chargé de définir un cadre de référence et un plan de travail pour le recouvrement des coûts de la GRC et des services de sécurité aux aéroports internationaux désignés.

Les statistiques du programme de la Police des aéroports sont exposées au Tableau 43. Les fouilles à l'aide de chiens de police ont diminué en 1994 à cause des postes vacants dans les sections cynophiles aux aéroports internationaux de Gander et d'Ottawa (Macdonald-Cartier). Il y a eu une augmentation modérée du nombre de fouilles à l'aide de détecteurs de vapeurs d'explosifs en 1994,

Tableau 41: Statistiques du programme des Techniques de sécurité

Protection	1990-1991	1991-1992	1992-1993	1993-1994	1994-1995
Interventions	5 398	5 105	5 273	4 468	5 187
Heures consacrées	27 842	19 262	20 691	18 954	33 340
Aide aux enquêtes					
Interventions	799	835	776	873	873
Heures consacrées	9 863	7 458	6 779	8 736	10 097

Systèmes de sécurité

Les employés oeuvrant dans ce secteur ont pour fonctions de faire des inspections et de conseiller sur demande les ministères et organismes fédéraux en matière de sécurité matérielle, ainsi que de préparer des plans d'urgence afin que la GRC puisse se conformer à la *Loi sur les mesures d'urgence*. Les services offerts sont énumérés au Tableau 42. À cause de la nécessité de se conformer à la Politique du gouvernement sur la sécurité, les demandes de consultation en matière de sécurité provenant des divers ministères fédéraux se sont multipliées en 1994-1995. Bien que le nombre de séances de formation ait diminué au cours de cette période, la demande ne cesse de croître à mesure que les gros ministères s'efforcent de parvenir à l'autosuffisance sur le plan de la sécurité matérielle. La réduction du nombre de téléconsultations est due à un changement dans les méthodes de consignation statistique, plutôt qu'à une baisse réelle du nombre de consultations par téléphone. La fonction des rapports sur les points névralgiques a été confiée à un autre secteur. D'autres compressions budgétaires et réductions de personnel dans les ministères fédéraux pourraient remettre en valeur le rôle d'inspection et de consultation de la GRC en matière de systèmes de sécurité auprès des ministères, dont les ressources affectées à ces fonctions seraient grandement réduites.

Tableau 42 : Statistiques du programme des Systèmes de sécurité

	1990-1991	1991-1992	1992-1993	1993-1994	1994-1995
Rapports de consultation	514	532	320	344	773
Précis sur la sécurité de la conception et des lieux	7	4	3	7	34
Normes architecturales	1	8	2	4	10
Normes de rendement	1	3	2	0	6
Guides de sécurité	3	2	2	2	14
Séances de formation	92	70	26	35	10
Téléconsultations	867	1 074	1 349	1 720	867
Rapports sur les points névralgiques	325	310	338	274	55



Les statistiques pour ce secteur sont représentées au Tableau 41. Le nombre d'heures consacrées à l'aide aux enquêtes a augmenté par rapport à l'année précédente. L'aide aux enquêtes comprend à l'aide technique fournie sur place à d'autres services de police. Il peut s'agir tout simplement de l'ouverture ou de la fermeture de coffres ou de portes. En raison principalement du soutien fourni à l'occasion du Sommet économique d'Hallifax, il y a eu une hausse considérable du nombre d'heures consacrées à la protection, laquelle englobe la conception, l'évaluation et la mise à l'essai d'équipements tels que des coffres-forts, des chambres fortes, des serrures à clé et des appareils destructeurs (déchiqueteuses, incinérateurs, broyeurs, etc.). En plus de fournir les services d'assistance et d'enquête susmentionnés, le personnel des Techniques de sécurité a consacré un nombre d'heures important à présenter des exposés dans des cours sur la sécurité au gouvernement fédéral, à se tenir en communication et à échanger des renseignements avec des homologues canadiens et étrangers et à parfaire ses connaissances sur les divers produits de sécurité qui existent de nos jours.

L'un des projets importants au cours de l'exercice 1995-1996 consistait à offrir des services de soutien au Sommet économique d'Hallifax, en 1995. Il a fallu, pour l'occasion, accroître la sécurité de tous les sites, fournir des limousines blindées et affecter une équipe d'intervention rapide.

Le personnel des Techniques de sécurité offre à la GRC et aux autres services de police reconnus et ministères du gouvernement des services de génie mécanique et technique ainsi qu'une aide aux enquêtes et aux activités de protection. Il s'occupe de l'inspection, de l'entretien et de la modification de l'équipement de sécurité spécialisé employé dans des endroits protégés et mène des projets de recherche et de développement en vue de la mise au point d'aides techniques capables de faciliter les introductions subreptices et les entrées forcées. Il fournit aussi de l'aide aux enquêteurs en ce qui a trait au contournement de dispositifs de protection, de verrouillage ou d'alarme, à l'examen de pièces à conviction et à la consultation concernant les lieux du crime.

Techniques de sécurité

Inspections antitechniques	759	435	380	375	319
Aide aux enquêtes	169	75	83	92	168
Installations (STCF)	6	21	14	7	64
Consultations (STCF)	10	18	21	10	58
Installations de détecteurs d'intrusion	28	209	76	24	126
Consultations en vue de l'utilisation de systèmes de protection	505	66	40	12	209

Tableau 40 : Statistiques du programme de Sécurité électronique

Ce secteur s'occupe de tous les aspects de la sécurité électronique pour la GRC et le gouvernement fédéral, y compris de l'élaboration de politiques, des inspections de sécurité et de l'entretien du matériel de police spécialisé et de l'équipement électronique de sécurité matérielle.

On a terminé l'installation du système d'alarme central (SAC) à la Division K (Alberta), qui remplace maintenant tous les gardes stationnaires affectés jusque-là aux endroits protégés dans cette division. La Sous-direction de la sécurité électronique continue de jouer un rôle de premier plan dans le projet mené conjointement par Transports Canada et la GRC en vue de réduire la quantité de ressources humaines dans les aéroports internationaux au moyen de l'application de techniques perfectionnées de sécurité électronique.

La première phase du projet relatif au système intégré de surveillance (ADAMS) et le perfectionnement de la technologie en usage à la Division A (région de la capitale nationale) sont presque terminés. Ces deux projets entraîneront une réduction du nombre de gardes stationnaires dans toute la division.

La Sous-direction de la sécurité électronique a joué un rôle important dans l'installation et l'exploitation d'équipements de sécurité à déploiement rapide à l'occasion du Sommet économique d'Hallifax, en 1995. L'usage de ce matériel a considérablement réduit le nombre de gardes stationnaires requis, permettant ainsi de réaliser des économies appréciables aux chapitres des salaires et des frais d'hébergement.

Le Tableau 40 expose les statistiques dans le secteur de la Sécurité électronique. En tout, 319 inspections antitechniques ont été effectuées en 1994-1995. Même si le nombre réel de ces inspections a baissé quelque peu par rapport à l'année précédente, on a consacré à chacune le même temps qu'auparavant. Les inspections antitechniques ont pour but d'empêcher l'interception illégale de transmissions privées. Des hausses considérables ont été enregistrées dans les domaines suivants : installations de systèmes de télévision en circuit fermé (STCF) et consultations, installations de détecteurs d'intrusion et consultations en prévision de l'utilisation de systèmes de protection. Elles dénotent, outre une augmentation de la charge de travail, l'emploi de meilleures méthodes de relevés statistiques en matière de sécurité électronique. Ces chiffres ne tiennent pas compte de la quantité considérable d'heures consacrées par les employés de ce secteur à des projets majeurs tels que le SAC, le système intégré de surveillance de la Division A (ADAMS) et l'initiative conjointe de Transports Canada et de la GRC.

Enlèvement et technologie des explosifs

Ce secteur englobe la Section des interventions de la région de la capitale nationale, le Groupe national d'enquête post-explosion, la Section du soutien spécial, le Service de radiographie et le Centre canadien de données sur les bombes (CCDB). Le CCDB joue un rôle prépondérant dans la communauté policière canadienne en mettant en corrélation et en diffusant des informations sur des cas d'utilisation d'explosifs à des fins criminelles. Il veille aussi à la bonne marche d'un programme centralisé de recherche et de développement et définit les politiques et les normes de formation pour les policiers techniciens des explosifs. Le CCDB opère à l'échelle internationale et collabore avec d'autres ministères fédéraux en vertu de protocoles d'entente officiels signés avec eux. Le personnel de ce secteur a lancé un programme d'opérations sous-marines et mis au point, en collaboration avec la Défense nationale, de l'équipement et des techniques d'intervention hautement spécialisés en cas d'incidents mettant en cause des produits biologiques ou chimiques.

Le Tableau 39 montre les activités dans le domaine de l'enlèvement et de la technologie des explosifs. Le programme de mise en commun de l'information contribue toujours à l'augmentation du nombre d'incidents en matière d'explosifs signalés. De plus en plus de services de police provinciaux et municipaux transmettent à la GRC leurs rapports sur ce genre d'incidents. L'assistance technique fournie aux autres corps policiers, tant canadiens qu'étrangers, s'est accrue de 8 p. 100. Il y a aussi eu une augmentation importante du nombre de cours et d'exposés donnés sur le sujet, en réponse à une demande grandissante. Seules les opérations relatives à la protection des PDM sont en baisse, à cause du nombre réduit de voyages effectués par des PDM requérant les services du personnel oeuvrant dans ce secteur. La demande de services offerts par le programme d'enlèvement des explosifs croît à mesure qu'on découvre le savoir-faire des spécialistes du programme.

Tableau 39 : Statistiques du programme d'Enlèvement et de technologie des explosifs

	1990-1991	1991-1992	1992-1993	1993-1994	1994-1995
Incidents liés aux explosifs	292	334	369	397	406
Aide technique	1 316	1 695	1 946	2 239	2 416
Documents techniques produits	261	498	444	512	535
Projets de recherche accomplis	16	19	24	14	12
Opérations relatives à la protection des PDM	126	129	99	144	54
Enquêtes majeures post-explosion	3	4	7	7	6
Cours et exposés présentés	57	93	84	93	153



Le programme des Services de sécurité technique s'intéresse aux techniques spécialisées servant aux enquêtes policières ou aux fonctions de protection de la GRC. Il touche les secteurs suivants :

Sécurité des technologies de l'information

Le personnel oeuvrant dans ce secteur effectue des inspections de sécurité dans les centres informatiques du gouvernement fédéral ainsi que dans les installations d'entreprises privées où l'on traite des informations protégées ou délicates en vertu de marchés conclus avec l'État. Il aide aussi aux enquêtes ayant trait à l'emploi d'ordinateurs. Le Tableau 38 démontre la nature et l'étendue des services fournis. L'augmentation marquée du nombre de cas de virus informatiques signalés en 1994-1995 est attribuable aux efforts qui ont été faits afin de mettre sur pied un système facilitant la dénonciation de tels incidents. Grâce à ce système, les chiffres qui sont maintenant rapportés donnent une meilleure indication du nombre réel d'incidents survenus dans des institutions gouvernementales. On a constaté une nette augmentation de la participation aux ateliers et démonstrations sur la sécurité des technologies de l'information et une baisse modérée du nombre d'heures consacrées à l'étude des normes. Le rôle de la Sous-direction de la sécurité des technologies de l'information, tout comme la nature des demandes des utilisateurs, est appelé à se diversifier. On prévoit une augmentation de la demande de services offerts par la Sous-direction.

Tableau 38 : Statistiques du programme de Sécurité des technologies de l'information

	1991-1992	1992-1993	1993-1994	1994-1995	1995-1996*
Examens exhaustifs	15	20	21	17	22
Consultations	62	80	192	186	190
Examens de suivi	16	24	15	12	14
Examens dans le secteur privé	27	34	49	27	40
Aide aux enquêtes (nombre de demandes)	83	152	246	144	160
Virus informatiques - incidents	288	465	85	545	700
Ateliers/présentations (nombre de participants)	1 029	1 700	1 220	1 711	1 500
Bulletins de sécurité informatique	1	3	2	3	3
Étude des normes (heures)	**	**	3 074	2 602	1 500

* Prévisions.
** Sans objet. Nouveau service offert à partir de 1993-1994.



Prévisions.					
Données des années antérieures non disponibles.					
auxquelles on a donné suite					
Informations - Demande de renseignements reçues					
Informations - Demande de renseignements reçues					
148	66	**	**	**	0
125	240	275	209	227	125
138	112	125	205	203	138
192	1 237	1 255	1 140	2 688	1 192
3 504	1 837	2 221	3 864	3 276	3 504
726	369	655	840	1 044	726
1995*	1994	1993	1992	1991	1995*

Tableau 37 : Statistiques du programme de la Sécurité ministérielle

Le Tableau 37 expose les résultats du programme de la Sécurité ministérielle. Le nombre d'habilitations de sécurité accordées et mises à jour devrait augmenter en 1995, tandis que celui des demandes de renseignements provenant d'autres ministères est resté relativement stable au cours des quatre dernières années. À cause de la réduction des fonds destinés aux rénovations et à la construction de nouveaux locaux, le nombre de consultations relatives à la sécurité matérielle des immeubles de la GRC est demeuré pratiquement inchangé. On constate cependant une hausse spectaculaire au chapitre de la sécurité de la technologie de l'information, qui a entraîné un transfert dans ce domaine de ressources consacrées auparavant à la sécurité matérielle. On s'attend à un accroissement soutenu de la charge de travail et de la complexité des problèmes en matière de sécurité de la technologie de l'information.

La GRC a adopté un plan de reprise des activités en vue de garantir le maintien des opérations, des programmes et des services essentiels advenant une perturbation causée par une catastrophe ou une urgence imprévue. On a entrepris l'élaboration d'un modèle informatisé de plan de reprise des activités pour aider à l'établissement de tels plans dans tous les secteurs d'activités de la GRC. Ce projet, qui se traduira par des économies, devrait prendre fin en 1996.

La seconde phase de la fusion des systèmes de surveillance d'alarme dans la région de la capitale nationale devrait être terminée en 1995-1996. En intégrant les systèmes de contrôle d'accès afin de réduire la quantité de main-d'œuvre affectée à la protection des immeubles de la GRC et en assurant la surveillance à partir d'un même endroit de toutes les alarmes utilisées par la GRC, le nouveau système a entraîné une réduction considérable du nombre de commissionnaires utilisés.

Sécurité ministérielle

Le programme de la Sécurité ministérielle a pour but d'élaborer, de surveiller et de coordonner la mise en oeuvre des politiques de sécurité interne, eu égard aux biens, aux systèmes d'information et à l'habilitation sécuritaire des employés de la GRC. Le programme vise aussi à accroître le niveau de sensibilisation à la sécurité de tous les employés.

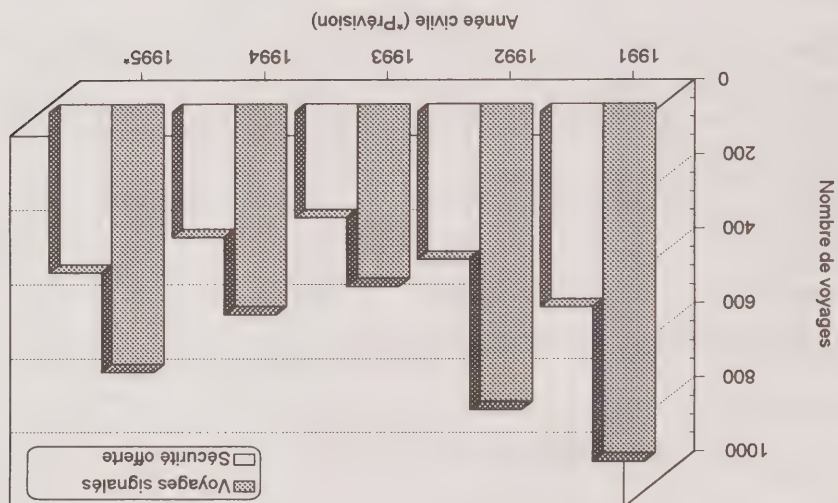


Tableau 36 : Voyages des PDM

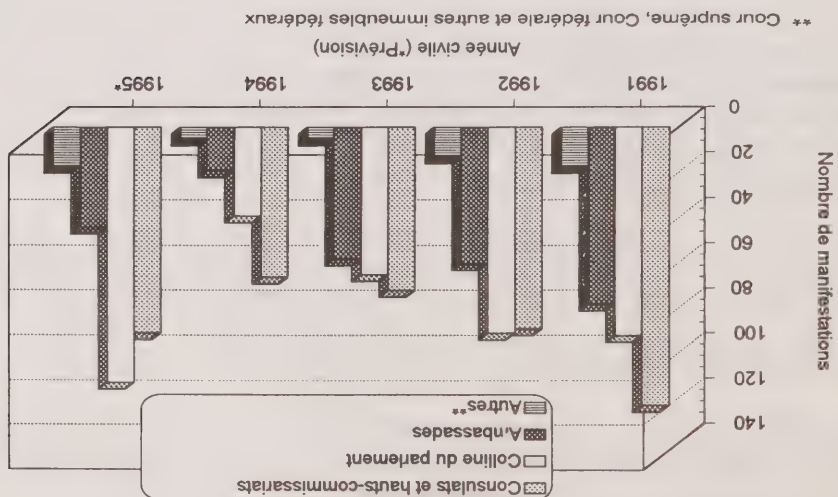


Tableau 35 : Manifestations

** Cour suprême, Cour fédérale et autres immeubles fédéraux

La sous-activité de la « Direction » représente l'attribution de ressources directement liées à la gestion supérieure de cette activité. Il est à remarquer que le sous-commissaire chargé de gérer cette activité s'occupe aussi de la Police opérationnelle. Les coûts et les ressources associés à cette activité ont été imputés à la catégorie « Direction » de la Police opérationnelle.

Services de protection

Les Services de protection sont responsables de l'élaboration, de l'application et de la coordination de toutes les politiques se rapportant à la protection personnelle de diverses personnes de marque (PDM), dont le Gouverneur général, le Premier ministre, les ministres du Cabinet, les députés, les chefs d'État en visite et les juges de la Cour suprême et de la Cour fédérale du Canada. Le Groupe des missions étrangères est aussi chargé de la sécurité et de la protection d'environ 14 500 personnes jouissant d'une protection internationale qui résident actuellement au Canada, dont 91 ambassadeurs.

La conjoncture politique a une prise directe sur le niveau des services de protection offerts par la GRC. Compte tenu de la diversité ethnique de la population canadienne, certains événements sur la scène internationale risquent souvent d'avoir des répercussions au pays. Le degré de protection accordé à une personne protégée est fonction de l'évaluation du risque ou de la menace à ce moment-là.

Selon les statistiques établies par la GRC, le nombre de menaces protégées à l'endroit de personnalités canadiennes protégées a continué de chuter. Le Tableau 35 indique aussi que les manifestations contre des biens étrangers et canadiens ont connu une hausse marquée en 1995, particulièrement sur la colline du Parlement. Les voyages signalés à la Section des politiques relatives aux PDM par les personnalités canadiennes protégées (dont le Gouverneur général), les diplomates étrangers résidant au Canada et les personnes jouissant d'une protection internationale en visite au pays, ainsi que le nombre de voyages ou de visites nécessitant des services de protection, figurent au Tableau 36. Bien que le nombre des voyages signalés et celui des opérations de sécurité qui s'y rapportent aient augmenté légèrement en 1995, ils demeurent bien en-deçà des chiffres d'avant 1993. Les données fournies ne comprennent pas les déplacements ordinaires à l'intérieur de la région de la capitale nationale ni les voyages du Premier ministre.



Tableau 34 : Rendement financier 1994-1995

1994-1995					
(en milliers de dollars)		Dépenses réelles		Budget principal	
		ETP		ETP	
		\$		\$	
Direction	2 468	22	192	2	2 276
Services de protection	44 658	555	45 187	621	(529)
Sécurité ministérielle	2 931	19	8 452	85	(5 521)
Service de sécurité technique	26 624	285	20 829	256	5 795
Police des aéroports	56 507	663	66 285	713	(9 778)
Événements majeurs	6 851	11	550	7	6 301
Total partiel		140 039	141 495	1 684	(1 456)
Moins les recettes		0	0	0	0
Dépenses nettes		140 039	141 495	(1 456)	(129)
Ressources humaines (ETP)		1 555	1 684		(129)

Explication de la différence : Les besoins financiers pour 1994-1995 ont été inférieurs de 1,5 millions de dollars (1 p. 100) par rapport au budget principal. Voici les principaux facteurs qui ont contribué à cette baisse :

- nouvelles ressources pour des initiatives du gouvernement, telles que les Jeux du Commonwealth
- réaffectation de ressources en vertu des budgets de fonctionnement

NOTA :

- Les dépenses réelles comme celles qui sont attribuées aux suspensions et aux congés de maladie, de maternité, de paternité et d'adoption sont imputées à la Direction.



Sommaire des ressources

Le total des dépenses pour l'activité de la Police de protection représentera environ 7,2 p. 100 des dépenses totales de 1996-1997 et 7,5 p. 100 des équivalents de temps plein.

Tableau 33 : Sommaire des ressources

(en milliers de dollars)

Budget 1996-1997	Dépenses prévues 1995-1996	Dépenses réelles 1994-1995
---------------------	-------------------------------	-------------------------------

	\$	ETP	\$	ETP	\$	ETP
Direction	53	0	5 162	28	2 468	22
Services de protection	53 924	648	49 887	522	44 658	555
Sécurité ministérielle	1 472	15	1 606	19	2 931	19
Service de sécurité technique	27 406	252	28 340	261	26 624	285
Police des aéroports	53 097	627	53 059	609	56 507	663
Événements majeurs	3 558	7	4 425	6	6 851	11
Total partiel	139 510	1 549	142 479	1 445	140 039	1 555
Moins les recettes	0	0	0	0	0	0
Dépenses nettes	139 510		142 479		140 039	
Ressources humaines (ETP)		1 549		1 445		1 555

Explication de la différence : Les besoins financiers pour 1996-1997 sont inférieurs de 3 millions de dollars (2,1 p. 100) aux prévisions des dépenses pour 1995-1996. Voici les principaux facteurs qui ont contribué à cette baisse :

en millions de dollars

- réaffectation de ressources en vertu des budgets de fonctionnement
- nouvelles ressources pour des initiatives du gouvernement, telles que le Sommet d'Halifax

NOTA :

- Les dépenses prévues comme celles qui sont attribuées aux suspensions et aux congés de maladie, de maternité, de paternité et d'adoption sont imputées à la Direction.

B. Police de protection

Objectif Protéger les personnes, les biens et les renseignements dans le but de maintenir la paix, l'ordre et la sécurité.

Description

L'activité de la Police de protection englobe toutes les fonctions de protection de la GRC, ce qui comprend la sécurité de certains dignitaires du gouvernement, de biens de l'État, des personnes jouissant d'une protection internationale et de leur résidence, et des événements majeurs. À cela s'ajoutent la coordination des visites de P.D.M., les inspections de sécurité et les vérifications d'installations matérielles et les conseils offerts aux fonctionnaires quant aux besoins en matière de sécurité. Le Programme garantit que la GRC se conforme aux lois et directives pertinentes relativement à la cueillette, la conservation, l'utilisation et la divulgation de renseignements en rapport avec les méthodes internes de triage sécuritaire et de fiabilité des employés.

POLICE DE PROTECTION	
DIRECTION	53 \$K 0 ETP
SERVICES DE PROTECTION	53 924 \$K 648 ETP
SÉCURITÉ MINISTÉRIELLE	1 472 \$K 15 ETP
SERVICES DE SÉCURITÉ TECHNIQUE	27 406\$K 252 ETP
POLICE DES AÉROPORTS	53 097 \$K 627 ETP
ÉVÉNEMENTS MAJEURS	3 558 \$K 7 ETP
PELTON DE PROTECTION DU PREMIER MINISTRE	



* Prévisions

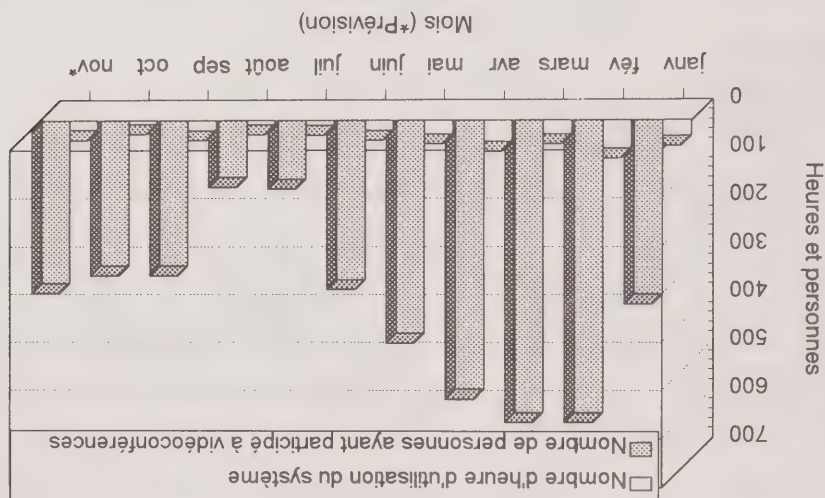
	1993	1994	1995*
Sous-direction des organisations criminelles Sections des renseignements criminels Unités mixtes de renseignement	2 121	2 758	2 725
Sous-direction des analyses criminelles Sections div. des analyses criminelles	857	1 591	1 126
Sous-direction des infractions en matière de sécurité Sections des enquêtes relatives à la sécurité nationale	2 684	1 913	1 834

Tableau 32 : Dossiers ouverts par les groupes du programme des Renseignements criminels

au courant du déroulement des événements importants au moyen de notes d'information quotidiennes. Le CNO sert en outre de centre de coordination des interventions d'urgence à caractère national exigeant des instructions de la haute direction de la GRC et de l'administration fédérale.

Le système de vidéoconférence de la GRC, auquel sont reliés tous les QG divisionnaires, se trouve également dans les locaux du CNO à la Direction générale de la GRC, à Ottawa. Il existe actuellement 16 emplacements de vidéoconférence au Canada. On achève l'installation du matériel de chiffrement. Le système de vidéoconférence allie efficacité et efficacité et permet d'éviter les coûts de déplacement et le temps perdu à voyager. Le Tableau 31 indique le nombre d'heures d'utilisation du système et le nombre de personnes ayant participé à des vidéoconférences, par mois. On pense dépasser les 4 000 utilisateurs et les 300 heures d'utilisation pour 1995. Les différents fuseaux horaires au Canada limitent le nombre d'heures pendant lesquelles le système peut être utilisé à l'échelle nationale chaque jour. D'après les coûts prévus et le nombre de personnes qui ont assisté à des vidéoconférences, on estime à environ 3,5 millions de dollars les économies réalisées par la GRC en frais de déplacement seulement grâce à ce système.

Tableau 31 : Centre national des opérations (CNO) - Système de vidéoconférence - 1995



Exploitation des systèmes

La Sous-direction de l'exploitation des systèmes gère et soutient deux systèmes d'information distincts et autonomes pour le programme des Renseignements criminels. Le Système de renseignements protégés sur la criminalité (SRPC) renferme des renseignements criminels ayant trait à la sécurité nationale. Le Système national de renseignements criminels (SNRC) permet la consignation et la récupération de renseignements criminels au niveau national et facilite la mise en commun de cette information dans toute la GRC.



Le CNO est chargé de suivre les enquêtes sur des affaires qui retiennent l'attention, ainsi que les événements nationaux et internationaux touchant la GRC. Le CNO offre également aux divisions de la GRC un centre d'information ouvert en permanence et tient les cadres supérieurs de la GRC au courant du déroulement des événements importants au moyen de notes d'information quotidiennes. Le CNO sert en outre de centre de coordination des interventions d'urgence à caractère national exigeant des instructions de la haute direction de la GRC et de l'administration fédérale.

Centre national des opérations (CNO)

mise au point d'un Système de gestion des besoins en matière de renseignement, en collaboration avec le Service canadien du renseignement de sécurité.

perfectionnement d'un système d'évaluation de la menace applicable aux crimes graves et au crime organisé;

Voici quelques-unes des améliorations apportées au programme des analyses criminelles au cours de la dernière année :

La Sous-direction des analyses criminelles effectue des analyses stratégiques et tactiques de renseignements criminels au niveau de la Direction générale et des divisions. Elle fournit des analyses dans des secteurs d'activité criminelle jugés prioritaires par le comité directeur chargé de la gestion des renseignements criminels à la Direction générale. Les grands projets achevés au cours de l'année qui vient de s'écouler ont porté principalement sur les bandes de motards criminalisées et le crime organisé. En 1994, la Sous-direction des analyses criminelles a produit 21 rapports de renseignements stratégiques et sept dépêches sur des problèmes de criminalité nouveaux ou pressants. Six rapports portant sur des questions importantes en matière de criminalité ont aussi été préparés pour le Comité consultatif du renseignement du gouvernement fédéral.

Analyses criminelles

dresser le profil des extrémistes les plus dangereux au Canada et cibler les individus qui posent la plus grande menace pour la sécurité nationale.

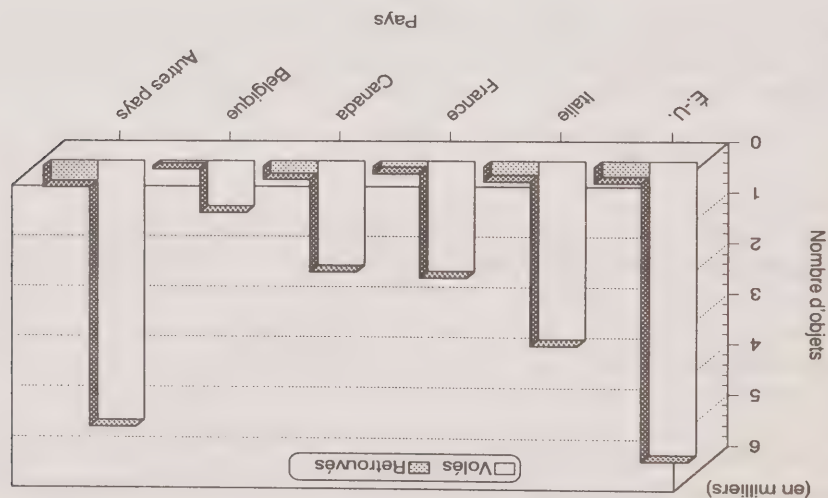
encourager la consultation et la collaboration de partenaires aux niveaux fédéral, provincial et municipal;

Voici les initiatives mises en oeuvre par les sections des infractions en matière de sécurité et les sections d'enquêtes relatives à la sécurité nationale afin d'améliorer le programme de sécurité nationale :

qui sont menées en vertu de la *Loi sur les secrets officiels* et d'autres lois fédérales. Il lui incombe notamment de faire enquête sur toutes les infractions qui mettent en danger la sécurité du Canada, d'exécuter un programme d'évaluation de la menace pour les besoins des fonctions de protection de la GRC et d'effectuer des vérifications de casiers judiciaires aux fins des nominations par décret.

faux dont le prix sur le marché s'élevait à 3 000 000 \$. Le Tableau 30 illustre le nombre d'objets volés et retrouvés dans les cinq pays au volume le plus élevé. Le Canada compte environ 10 p. 100 de tous les vols signalés.

Tableau 30 : Nombre d'objets volés/retrouvés par pays, 1966-1994



Renseignements criminels

La Direction des renseignements criminels (DRC) offre un programme national de gestion des renseignements criminels qui a pour but d'aider la GRC à découvrir et à prévenir les délits commis par des groupes organisés, ou encore les crimes de nature grave ou ceux qui touchent la sécurité nationale ou les intérêts canadiens, même à l'étranger.

Organisations criminelles

La Sous-direction des organisations criminelles formule des politiques et accentue les efforts de répression grâce à l'élaboration et à l'utilisation permanentes de renseignements stratégiques. La lutte contre le crime organisé se fait au moyen de groupes de travail. La GRC fait partie d'unités mixtes de renseignement et participe à des opérations policières conjuguées dans la plupart des grandes villes canadiennes. Son rôle dans le cadre de ces entreprises communes consiste à coordonner la gestion opérationnelle et administrative d'enquêtes criminelles d'envergure, de portée nationale ou internationale. La GRC sollicite pour cela l'aide d'autres ministères, dont Revenu Canada, la Défense nationale et Citoyenneté et Immigration Canada, en plus d'entretenir des relations internationales avec des organismes d'application de la loi étrangers.

Infractions en matière de sécurité

La Sous-direction des infractions en matière de sécurité s'acquitte du mandat d'application de la loi pour ce qui a trait à la sécurité nationale confié à la GRC par la *Loi sur les infractions en matière de sécurité*. Elle est aussi responsable des enquêtes relatives à la sécurité nationale



L'aide fournie par le Bureau central au Canada a permis de retrouver des oeuvres d'art volées et de saisir des faux dont la valeur s'élève en moyenne à plus de 500 000 \$ par année. Ainsi, une toile de van Dick valant entre 100 000 \$ et 150 000 \$ a été retrouvée à Montréal l'an dernier. Le pourcentage d'oeuvres d'art retrouvées au Canada atteint maintenant près de 12 p. 100, comparativement à 8 p. 100 à l'échelle internationale. Ce taux n'englobe pas la saisie récente de

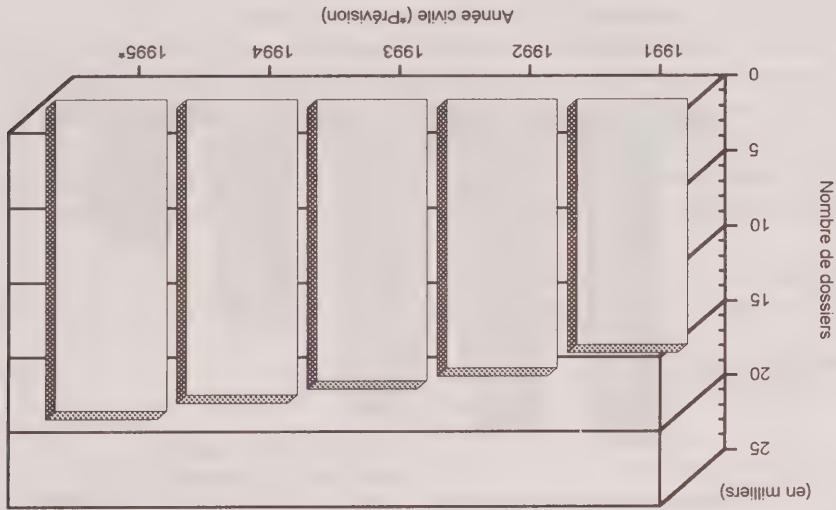


Tableau 29 : ROSA - Dossiers d'objets d'art volés

Le Registre des oeuvres d'art et des artefacts volés (ROSA) est une base de données spécialisée qui sert à consigner des renseignements sur les vols d'oeuvres d'art au pays et à l'étranger, ainsi que sur les manifestations de ce genre de délits. C'est un outil indispensable pour les enquêtes en la matière. Dès qu'un vol est enregistré, toute la police canadienne en est informée automatiquement par le Bureau central à Ottawa, par l'entremise du CIPC. Les organisations nationales et internationales peuvent consulter tous les renseignements qui figurent au ROSA; le public peut aussi y avoir accès sur demande. Le ROSA est devenu l'une des plus vastes bases de données dans ce domaine; on y trouve actuellement près de 20 000 entrées (voir le Tableau 29), qui s'accroissent au rythme d'environ 1 250 par année. Près de 75 p. 100 des entrées dans la base de données s'accompagnent d'une image. Le nombre total d'entrées ne représente que 56 p. 100 de tous les articles volés signalés au Groupe des biens culturels. Les entrées sont faites dans la base suivant un ordre de priorité.

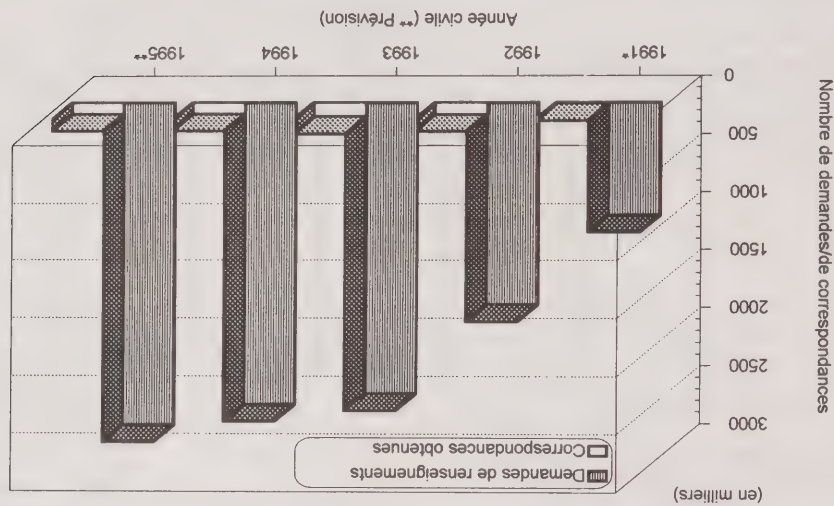
organismes d'application de la loi nationaux et internationaux relativement à diverses enquêtes, par exemple sur des cas de vol, de fabrication de faux, de fraude, de violation des droits d'auteur et de trafic. La GRC s'est acquise une réputation de chef de file dans ce domaine parmi la communauté policière internationale. Les rapports sur les vols commis au Canada sont édités régulièrement en vue de leur distribution au grand public, afin de prévenir la revente d'oeuvres d'art volées et d'aider à leur recouvrement. À ces avis s'ajoute un catalogue illustré intitulé *Vol de biens culturels au Canada* qui est publié chaque année.

Le système automatisé d'échange de renseignements policiers entre le Canada et les États-Unis (ACUPIES) facilite la collaboration entre les deux pays. Le Bureau central est aussi relié au moyen de l'ACUPIES à la base de données centrale du Secrétariat général d'INTERPOL à Lyon (France). On prévoit étendre l'accès au système à tous les services de police canadiens, par l'intermédiaire du système du Centre d'information de la police canadienne (CIPC).

Le système ACUPIES s'est révélé d'une valeur inestimable pour la communauté policière nord-américaine. Le Tableau 28 illustre l'activité mensuelle au système ACUPIES. Plus de 2,8 millions de communications sont prévues entre les deux pays pour 1995, ce qui représente une légère augmentation par rapport à l'année précédente. On s'attend à ce que la fréquence d'utilisation se stabilise dans les prochaines années, alors que la communauté policière connaîtra mieux l'existence de ce système. Le nombre moyen de communications mensuelles s'élève à environ 235 000.

On pense atteindre un total de 100 000 correspondances obtenues au système ACUPIES en 1995, ce qui représente une légère augmentation par rapport à 1994. Les demandes de renseignements peuvent porter sur des personnes, des véhicules volés, des propriétaires de véhicules immatriculés et des permis de conduire. Le Bureau central à Ottawa a entré plus de 13 400 dossiers au CIPC, notamment sur des personnes recherchées et portées disparues et sur des biens volés. Ces dossiers provenaient de pays membres de partout dans le monde.

Tableau 28 : ACUPIES - Demandes de renseignements Canada-E.-U. et correspondances obtenues



* Les données sur les correspondances n'étaient pas recueillies avant mai 1991.

Biens culturels

Le Groupe des biens culturels, un élément du Bureau central d'INTERPOL, a été créé en 1980 pour centraliser les renseignements sur les délits dans le domaine des oeuvres d'art et pour aider les organismes d'application de la loi, la communauté artistique et le public. Le Groupe met l'accent sur la prévention et la détection des délits touchant les biens culturels meubles. Il fournit de l'aide aux

Tableau 27 : Aperçu statistique - Année civile 1994

PROGRAMME					
	Nombre de dossiers ouverts	Nombre d'accusations déposées	Sommes récupérées	Dédom-magement	Amendes
(en milliers de dollars)					
Fédéral ⁽¹⁾	532	1 948	2 801,4	119 760	175,1
Provincial ⁽²⁾	844	340	2 057,9	2 007	38,2
Faillites	381	796	44 878,4	646	252,3
Impôt	628	25	26 258,7	610	531,9
Valeurs mobilières	110	31	18,5	0	0
Contrefaçon	562	91	227,4	3	6 578,4
Délits informatiques	124	10	0	0	0
Externe au programme	348	19	51,2	0	5
Sans catégorie	325	3	9,5	0	0
TOTAUX	3 854	3 263	76 303	123 026	7 575,9

- (1) Tous les incidents où la victime ou le client est le gouvernement du Canada, ses mandataires et ayants droit; lorsqu'il existe un mandat législatif ou un protocole d'entente, comme dans le cas de la *Loi sur les banques*, la *Loi sur l'assurance-chômage*, etc. Sont inclus également tous les incidents où l'enquête sert principalement un intérêt fédéral.
- (2) Toutes les enquêtes sur des infractions au Code criminel ou à une loi provinciale qui se déroulent à l'intérieur d'une province.

Service à l'étranger

Les Services à l'étranger relèvent actuellement de la Direction des missions de protection et des liaisons internationales.

Le programme des Services à l'étranger consiste à offrir aide et soutien à tous les services de police canadiens qui ont besoin de renseignements criminels ou d'aide de gouvernements étrangers pour continuer des enquêtes ou tenter des poursuites judiciaires au Canada. Il sert aussi de trait d'union entre le Canada et les services de police étrangers pour l'échange de renseignements en vue de réprimer les activités criminelles internationales et d'assurer le respect de la loi et le maintien de l'ordre au Canada. Le programme de liaison internationale compte présentement 31 membres de la GRC en poste à 22 missions canadiennes dans 19 pays.

INTERPOL

Un élément important du programme des Services à l'étranger est le Bureau central national, qui gère les activités de la communauté policière canadienne au sein de l'Organisation internationale de police criminelle (OIPC), mieux connue sous le nom d'INTERPOL. Le Bureau central à Ottawa veille à ce que la documentation pertinente et les demandes de renseignements aux fins d'enquête soient transmises à la communauté internationale.



modifier les lois existantes ou d'en créer de nouvelles afin de traiter de différentes questions liées aux crimes technologiques, telles que la possession illégale de mots de passe et les problèmes de compétence en cas de délits informatiques transnationaux. La GRC a simplifié ses méthodes de rapport en ce qui a trait à la criminalité informatique par la création d'une grille préformatée à l'usage de tous les services d'application de la loi utilisateurs du Centre d'information de la police canadienne.

La GRC a révisé ses programmes de formation en cours d'emploi sur la criminalité informatique et les contrefaçons et elle a fait des efforts considérables pour adapter ses cours aux besoins de ses membres. Le Collège canadien de police est reconnu dans le monde entier comme un chef de file en matière d'enseignement des techniques d'enquête sur les délits informatiques.

L'industrie des télécommunications cellulaires ne cesse de grandir au Canada et les criminels qui recourent à cette technologie ont atteint de nouveaux degrés de raffinement. Leurs activités, qu'il s'agisse de ventes d'options d'achat, d'abonnements frauduleux ou d'emploi de téléphones clones, ne sont pas seulement gênantes et symptomatiques d'autres infractions, elles causent aussi des pertes de revenus et des frais d'appel importants aux sociétés de télécommunications canadiennes. La GRC s'emploie activement à enrayer ce nouveau phénomène.

La GRC a préparé un Bulletin sur les crimes technologiques qui sera distribué à tous les services de police canadiens ainsi qu'aux organismes des secteurs public et privé qui s'intéressent à l'application de la loi. Cette publication trimestrielle comprendra des articles sur des affaires d'intérêt, des techniques d'enquête et des données statistiques sur les crimes technologiques.

La GRC continue de participer à des réunions et des conférences régionales, nationales et internationales portant sur les crimes technologiques. En 1995, la Police économique était représentée à la première Conférence internationale sur la criminalité informatique tenue dans les locaux d'INTERPOL à Lyon (France).

Le Tableau 27 donne un aperçu des activités de la Police économique. Il y a eu 3 854 dossiers d'enquête ouverts en 1994, une diminution de moins d'un pour cent par rapport à l'année précédente. Même si le nombre de dossiers ne représente que ceux ouverts en 1994, le nombre d'accusations portées, les sommes récupérées et les recettes générées peuvent découler par contre de dossiers ouverts avant 1994. Le nombre d'accusations portées représente le nombre total d'accusations portées contre un particulier ou une société, et non pas nécessairement le nombre de sociétés ou de particuliers accusés, puisque des accusations multiples peuvent avoir été déposées contre une personne ou une société. En 1994, le personnel de la Police économique disposait de suffisamment de renseignements pour déposer 3 263 accusations, dont 7 p. 100 contre des sociétés. C'est une augmentation de 29 p. 100 par rapport à l'année précédente. Les personnes inculpées par suite de ces accusations ont été condamnées à un total de 4 150 mois de détention, de probation ou de travaux communautaires. Les montants figurant sous la rubrique «Sommes récupérées» représentent les sommes récupérées par le gouvernement, les créanciers, les syndicats et les victimes consécutivement aux enquêtes menées par le personnel de la Police économique. Le «dédommagement» désigne les sommes d'argent versées à la victime ou à une autre partie intéressée sur l'ordonnance du tribunal, tandis que les «amendes» représentent la valeur en dollars des amendes ou des dons perçus à l'issue d'une poursuite au criminel.



La GRC forme de nouvelles associations avec des organismes d'administration, de réglementation et de surveillance des valeurs mobilières afin de se doter de moyens stratégiques pour contrecarrer les tentatives d'infiltration du crime organisé dans l'industrie canadienne des banques et des valeurs mobilières.

La mondialisation des marchés et des infractions en matière de valeurs mobilières a forcé la GRC à s'adresser au ministère de la Justice en vue de l'établissement de traités d'assistance juridique (TAJ) en matière criminelle. Ces traités obligent tous les signataires à se soumettre aux mêmes procédures. Un service de police faisant enquête sur une fraude en valeurs mobilières de portée internationale devrait ainsi présenter une requête officielle à la GRC pour obtenir son aide ou suivre la procédure établie par le TAJ. Onze traités de ce genre sont déjà en vigueur, six autres sont signés mais attendent leur ratification et dix font toujours l'objet de négociations.

La GRC continue de participer avec d'autres forces de l'ordre à des opérations conjuguées s'attaquant au télémarketing, aux commissions escroquées, aux systèmes pyramidaux et aux diverses loteries illégales, qui prennent souvent des proportions nationales et internationales.

Les cartes de crédit contrefaites demeurent un problème dans certaines régions du Canada. L'Association des banquiers canadiens a confirmé que près de 29 p. 100 de toutes les fraudes à la carte de crédit au Canada étaient attribuables à la contrefaçon. En 1994, les pertes totales causées par l'utilisation frauduleuse de cartes de crédit ont dépassé les 73 millions de dollars au Canada. À titre de comparaison, le montant total des vols qualifiés commis au Canada pendant la même période s'élevait à 3,6 millions de dollars. L'Office central des contrefaçons de la GRC a instauré un nouveau service de laboratoire pour l'examen judiciaire des cartes de crédit modifiées ou contrefaites. La GRC participe à une série de réunions régulières d'INTERPOL ayant pour but de mettre sur pied un système de classification universel qui sera utilisé dans le monde entier, et elle continue de mettre de l'avant sa stratégie nationale de lutte contre l'utilisation frauduleuse de cartes de crédit. La GRC cherche aussi à faire apporter des modifications au Code criminel afin que la possession de cartes de crédit contrefaites soit considérée comme un délit.

En 1994, on a saisi au Canada tout près de 3 millions de dollars en faux billets canadiens, contre 2,4 millions de dollars l'année précédente. On a aussi saisi pour 3,3 millions de dollars américains, comparativement à 4,3 millions de dollars l'année d'avant. Environ 75 p. 100 de toute la fausse monnaie canadienne passée et saisie au Canada est fabriquée à l'aide de photocopieurs couleur ultramodernes. La GRC a travaillé de mèche avec les sociétés qui fabriquent ce genre d'appareils afin de mettre au point des techniques pour déjouer les contrefacteurs et de sensibiliser les gens au fait que l'usage de cet équipement en vue de produire de la fausse monnaie est un acte criminel.

Considéré comme la «super autoroute accidentelle», aucun autre médium n'a attiré autant l'attention, ou la controverse, qu'Internet. La GRC fait enquête sur les crimes commis sur ce réseau où la victime ou le suspect est domicilié au Canada. L'usage d'Internet pour communiquer de la pornographie, faire du harcèlement ou de la propagande haineuse, pose de nouveaux problèmes au système de justice pénale. La GRC surveille ce réseau et transmet des renseignements criminels qui s'y rapportent aux services d'ordre compétents. On peut se servir d'Internet pour informer le public sur différentes questions, telles que la déontologie de l'informatique, les dispositions législatives concernant les délits informatiques et la prévention du crime. La Gendarmerie a fait des recommandations au ministère de la Justice relativement au besoin de

Tableau 26 : Tableau comparatif des drogues saisies

Drogues saisies	1990	1991	1992	1993	1994
Héroïne (g) (000 \$)	55 489	99 256	113 966	128 279	81 193
Cocaïne (g) (000 \$)	128 472 \$	297 407 \$	263 192 \$	261 181 \$	94 626 \$
Maritima (g) (000 \$)	254 106	920 017	4 517 292	4 949 207	7 271 589
Maritima (kg) (000 \$)	16 033	4 249	13 741	3 785	4 610
Haschich (kg) (000 \$)	233 322 \$	62 365 \$	63 549 \$	42 532 \$	76 881 \$
Haschich (kg) (000 \$)	58 189	33 477	15 822	62 055	35 970
Haschich liquide (kg) (000 \$)	1 028 795 \$	774 658 \$	316 440 \$	625 446 \$	607 487 \$
Autres drogues (kg) (000 \$)	337	409	456	640	473
Autres drogues (000 \$)	3 682 \$	6 644 \$	9 500 \$	12 477 \$	12 969 \$
(000 \$)	2 895 \$	365 654 \$	10 734 \$	2 221 \$	2 778 \$
TOTAL (000 \$)	1 474 568 \$	1 902 389 \$	2 380 934 \$	2 670 028 \$	2 095 168 \$

Police économique

La Police économique poursuit les objectifs suivants :

contribuer à accroître la confiance du public dans le gouvernement et les milieux d'affaires grâce à une répression efficace et opportune;

fournir des services d'enquêtes aux ministères et organismes du gouvernement du Canada;

saisir les avoirs illicites des criminels.

Les sections des délits commerciaux ont vu leurs responsabilités en matière d'enquêtes changer énormément au cours des dernières années. En plus de s'occuper des enquêtes sur les types plus classiques de crimes en col blanc, tels que la fraude, le vol, les abus de confiance, les faillites frauduleuses, les fraudes en valeurs mobilières, les évasions fiscales et la corruption de fonctionnaires, elles consacrent maintenant beaucoup de temps aux crimes de nature technique, comme la fabrication de fausse monnaie et de fausses cartes de crédit, les fraudes en matière de télécommunications et les effractions informatiques.



La baisse de valeur des drogues saisies est directement liée aux fluctuations du marché. Des facteurs tels que l'abondance du produit ont contribué à la réduction des prix de détail de la drogue. En outre, la majorité de ces drogues sont maintenant consommées à un degré de pureté supérieur. Les fluctuations annuelles de la quantité de drogues saisies peuvent être attribuables aux enquêtes à long terme, qui donnent souvent lieu à des saisies non pas dans l'année du début de l'enquête, mais plus tard.

La valeur totale des drogues saisies par la GRC en 1994 a diminué d'environ 22 p. 100 par rapport à 1993, comme le démontre le Tableau 26. Cette baisse est attribuable en grande partie à une réduction de la valeur de l'héroïne et de la cocaïne saisies. Si la valeur et la quantité de l'héroïne saisie ont beaucoup diminué par rapport à l'année précédente, la quantité de cocaïne saisie était en hausse de près de 50 p. 100, tandis que sa valeur chutait de 25 p. 100.

Indicateurs de rendement

Ce programme amène la GRC à collaborer avec le ministère de la Défense nationale (MDN), la Garde côtière du Canada et le ministère des Pêches et Océans, qui lui fournissent un soutien logistique au cours des opérations antidrogue au large. Ce programme a été élargi et s'attaque maintenant à la contrebande par voie maritime et aux incursions dans l'espace aérien canadien par des présumés trafiquants de drogue. Transports Canada et le Commandement de la défense aérospatiale de l'Amérique du Nord (NORAD) aident la GRC à lutter contre l'importation de drogues par avion privé. Pour mener à bien le programme, la GRC a détaché un de ses membres au Centre des opérations du Commandement maritime du MDN, afin d'être mieux renseignée sur les activités en mer. La participation continue de la GRC aux divers sous-comités du Comité interministériel d'examen de la coordination du programme a permis de mieux coordonner les ressources maritimes fédérales affectées à la lutte antidrogue. Depuis l'instauration du programme en 1987, on a remarqué une hausse régulière des saisies de drogue importantes, qui est directement attribuable aux efforts conjugués de la GRC et du MDN.

Programme coordonné de surveillance côtière

Le huitième atelier de la CICAD devrait avoir lieu en juillet 1996. L'atelier de la CICAD a coûté environ 50 000 \$. On prévoit offrir deux ateliers du PAOE en 1996. Au mois de janvier 1995, la GRC a offert un atelier de quatre jours sur les aspects financiers des enquêtes antidrogue à Bogota, en Colombie, au coût de 20 000 \$. Elle a présenté le même atelier en octobre, cette fois à Panama City, à 46 Panaméens, deux Cubains et deux Costa-Ricains, au coût de 25 000 \$. Les deux ateliers portaient principalement sur la question des produits de la criminalité.

Cette fonction contribue à la coordination des efforts de répression par l'amélioration des fonctions d'analyse et de collecte de renseignements criminels, notamment grâce à l'établissement de liaisons entre ordinateurs et à la mise en commun de renseignements avec les services de lutte antidrogue à l'échelle locale, nationale et internationale.

Protection des témoins

Le Programme de protection des témoins de la GRC répond aux besoins de la Gendarmerie dans ce domaine et, selon une formule de recouvrement partiel des coûts, à ceux des organismes de l'extérieur qui demandent officiellement de l'aide sous ce rapport. Ce programme assure la protection des informateurs, des sources et des témoins de la police dont la vie ou la sécurité est menacée en raison de leur collaboration avec la police.

En mars 1995, le projet de loi C-78, intitulé *Loi concernant le programme de protection des témoins*, était présenté à la Chambre des communes. Le programme fédéral de protection des témoins proposé dans cette loi serait administré par la GRC et offrirait un haut niveau de protection aux témoins, sources et agents de la police. Les principaux éléments de la *Loi* ont été définis en collaboration avec plusieurs ministères fédéraux, la GRC et d'autres services de police et d'application de la loi nationaux et internationaux. Ce projet de loi garantira des services de protection des témoins plus transparents, plus responsables et plus efficaces à la GRC, et contribuera aux efforts d'application de la loi partout au Canada.

Affaires internationales

En mars 1995, par l'intermédiaire du Programme d'affectation d'observateurs étrangers (PAOE), la GRC a offert deux semaines de formation à Vancouver (C.-B.) à 24 policiers étrangers. En août de la même année, toujours sous le régime du PAOE, la GRC a offert deux autres semaines de formation, cette fois-ci à St. John's (T.-N.), à 19 policiers étrangers. Au cours de la première semaine, les candidats ont assisté à des exposés théoriques présentés par des membres de la GRC sur les nombreux aspects des enquêtes antidrogue. Les candidats ont ensuite été détachés auprès de divers groupes antidrogue de la GRC pendant une semaine, afin d'acquérir une expérience pratique des opérations antidrogue et d'observer le fonctionnement des systèmes judiciaire et d'application de la loi au Canada. Ce genre d'expérience permet d'accroître la collaboration internationale ainsi que les capacités des participants à recueillir des éléments de preuve, dont profite plus tard la GRC au cours des enquêtes conjuguées. Les deux initiatives de formation ont coûté près de 102 000 \$ à Vancouver et environ 82 000 \$ à St. John's.

De concert avec la Commission interaméricaine de lutte contre l'abus des drogues (CICAD), de l'Organisation des États américains, la GRC a organisé en juillet 1995 le septième atelier annuel de deux semaines sur la lutte antidrogue à l'intention des policiers d'Amérique latine et des Antilles. L'atelier vise à offrir aux candidats des cours pratiques et théoriques et à leur enseigner des méthodes qui les aideront dans leurs efforts de répression. Il leur fera aussi connaître les exigences

Sensibilisation aux drogues

On en est à la seconde partie de la Phase II de la Stratégie canadienne antidrogue, dont la durée prévue est de cinq ans. Parmi les résultats positifs de la Stratégie, on remarque l'accroissement de la collaboration avec d'autres organismes gouvernementaux, en particulier la Défense nationale et Douanes Canada. Cette collaboration a permis d'effectuer les plus grosses saisies de drogues dans toute l'histoire du Canada et d'arrêter complètement ou de paralyser les opérations d'organisations criminelles importantes. Le programme de surveillance côtière ne se limite plus à faciliter la surveillance et l'arrestation des criminels dans le cadre des enquêtes sur les drogues. Il fournit continuellement des renseignements criminels et d'autres formes d'aide aux enquêteurs. Pareille utilisation des ressources actuelles démontre l'engagement de la GRC à l'égard du but visé par la Stratégie canadienne antidrogue et les résultats qu'elle peut obtenir par ses efforts.

La sensibilisation aux drogues a toujours pour but de réduire la demande de substances illicites aux plans national et communautaire en sensibilisant les jeunes, les parents, les entreprises privées et les divers groupes sociaux aux effets nocifs des drogues sur l'individu. Elle vise également à proposer aux jeunes Canadiens des solutions de remplacement et à leur présenter des modèles de comportement auxquels ils peuvent s'identifier. Ce programme est exécuté au moyen de ressources affectées à la lutte antidrogue dans les divisions fédérales et de ressources déployées en vertu des ententes municipales et provinciales. Des organismes fédéraux, provinciaux et municipaux participent donc aux efforts de police communautaire sous ce rapport.

En collaboration avec le Nechi Institute on Alcohol and Drug Education, le personnel affecté à la sensibilisation aux drogues s'emploie à mettre au point le Programme du Bouclier autochtone, à l'usage des policiers appelés à présenter des exposés de sensibilisation aux drogues dans les collectivités autochtones. Ce programme permet de traiter de la toxicomanie dans le contexte autochtone. Dix présentations du Programme du Bouclier autochtone ont été faites en 1994, réunissant au total plus de 500 personnes.

De concert avec le Sports Medicine Council de la Colombie-Britannique, les membres qui se consacrent à la sensibilisation aux drogues ont préparé une publication ainsi qu'une vidéo sur les sports et tout particulièrement sur la consommation de stéroïdes anabolisants. Un plan de leçon à l'intention des policiers éducateurs, ainsi que le Guide destiné aux enquêteurs en matière de stéroïdes anabolisants, ont aussi été préparés et envoyés à toutes les divisions pour lutter contre ce problème grandissant.

En 1994, les membres de la GRC ont présenté près de 9 000 exposés sur les drogues à divers groupes cibles, dont des étudiants, des parents, des groupes sociaux et des groupes d'employés, dans le cadre du programme Contribution de la police à l'éducation communautaire (CPÉC). Parmi les autres initiatives, mentionnons la formation des agents à la sensibilisation aux drogues, le recrutement de personnalités bien connues comme modèles de comportement, l'usage de présentoirs sur les drogues, les messages d'intérêt public, les vidéos et les programmes d'affiches.



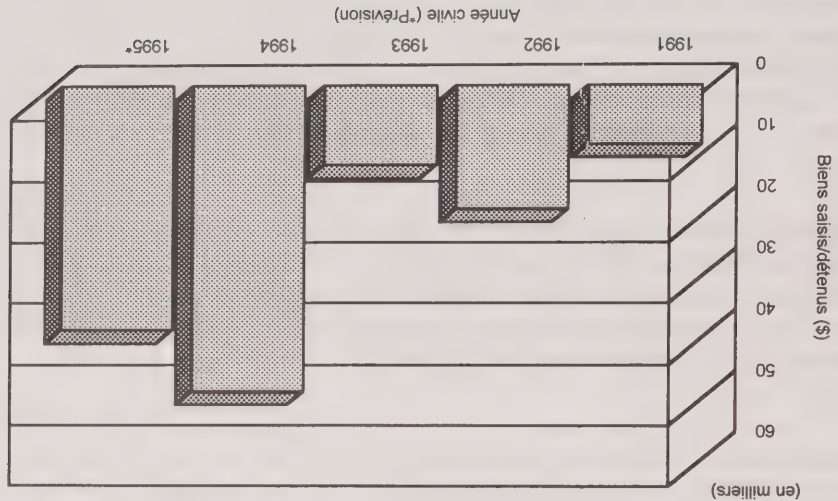
Produits de la criminalité

Depuis la promulgation du projet de loi C-61, en janvier 1989, la GRC a joué un rôle prépondérant dans le domaine des produits de la criminalité. Les groupes des produits de la criminalité continuent de s'attaquer vigoureusement aux organisations criminelles en s'en prenant à leurs biens de sources illicites, tant à l'échelle nationale qu'internationale. Ils cherchent à dissuader les criminels au moyen du gel, de la saisie et de la confiscation des produits de la criminalité.

Il existe actuellement 18 groupes de ce genre dans tout le Canada, dont trois groupes intégrés à Montréal, Toronto et Vancouver, qui se composent de juricomptables et d'enquêteurs de la GRC, du ministère de la Justice, de services de police provinciaux et municipaux et de Revenu Canada (Douanes).

La GRC a connu beaucoup de succès depuis l'adoption des dispositions législatives concernant les produits de la criminalité, en 1989. Elle a saisi jusqu'ici pour environ 158 millions de dollars de biens, dont près de 50 millions en 1994. On s'attend pour 1995 à des saisies d'un montant équivalent à celui de l'année précédente (voir le Tableau 25). Les groupes de criminels organisés sont surtout motivés par l'appât du gain. Une façon de les dissuader est de confisquer leurs avoirs. Les groupes des produits de la criminalité de Montréal, Toronto et Vancouver se sont avérés efficaces dans leurs enquêtes sur les membres du crime organisé et leurs démarches judiciaires à leur endroit. Celui de Toronto a intenté des poursuites dernièrement contre plusieurs personnes accusées de blanchiment d'argent et de diverses infractions relatives aux drogues. Les enquêtes dans ce domaine sont longues et compliquées et mènent parfois à des saisies de plusieurs millions de dollars en biens.

Tableau 25 : Produits de la criminalité - Biens saisis/détenus





Les sections antidrogue de la GRC au niveau fédéral s'intéressent surtout aux grosses opérations d'importation et de trafic ainsi qu'aux enquêtes sur les produits de la criminalité et le blanchissage des narcodollars, avec l'aide, le cas échéant, des sections de la GRC affectées aux produits de la criminalité. Les ressources de la GRC assujetties à des ententes municipales et provinciales s'occupent de lutte antidrogue dans le cadre de leurs initiatives de police communautaire. La GRC aide aussi les services de police municipaux et provinciaux dans leurs efforts de lutte antidrogue.

la lutte antidrogue au niveau communautaire aux termes des ententes de police provinciale et municipale, en collaboration avec d'autres corps de police.

les enquêtes sur les organisations locales de haut vol;

les enquêtes internationales et interprovinciales concernant des petites quantités de drogues;

les enquêtes internationales et interprovinciales concernant de grandes quantités de drogue;

La GRC est chargée de faire enquête sur les infractions concernant l'importation, l'exportation, la fabrication, la culture, le trafic et la possession de stupéfiants et d'autres drogues. Malheureusement, elle ne dispose pas de ressources suffisantes pour s'acquitter de toutes ses responsabilités à ce chapitre. Elle s'est néanmoins fixé des priorités autour desquelles elle a articulé toute une stratégie en vue d'endiguer le flot de drogues illicites importées au Canada et d'empêcher leur distribution subséquente. Ce sont, dans l'ordre :

Police des drogues

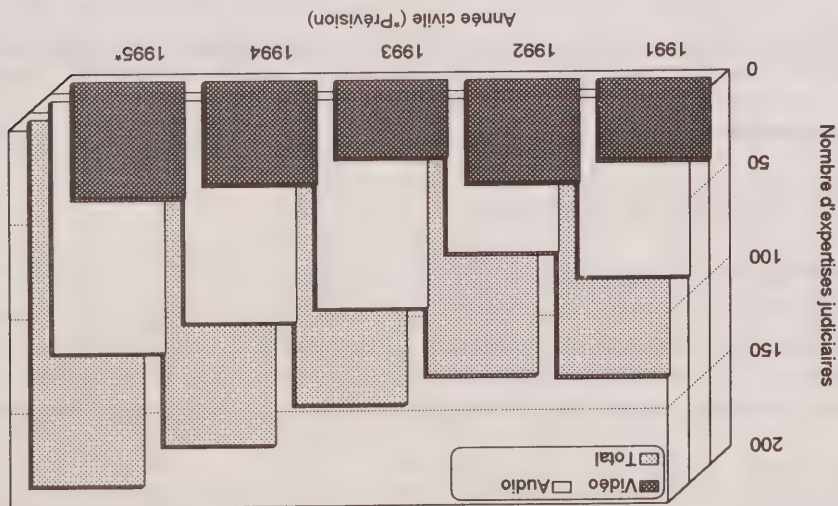


Tableau 24 : Groupe de l'analyse des enregistrements sonores et vidéo - Expertises judiciaires

Tableau 23 : Enquêtes effectuées par la Section des analyses des crimes de violence

	1992		1993		1994		1995*	
	# Cas	# Victimes	# Cas	# Victimes	# Cas	# Victimes	# Cas	# Victimes
Homicide	20	30	26	27	27	34	17	22
Aggressions sexuelles	4	30	2	16	6	30	3	8
Harcellement avec menaces	**	**	3	3	7	8	1	1
Autres	6	***	6	***	8	***	1	**

* Prévion.

** Cette section ne faisait pas l'analyse des cas de harcèlement avec menaces avant 1993.

*** Sans objet.

Services spéciaux

Les Services spéciaux offrent un soutien dans les domaines de la surveillance technique et physique ainsi que des enregistrements sonores et vidéo. Le Groupe de l'analyse des enregistrements sonores et vidéo effectue des expertises judiciaires pour les groupes d'enquête de la GRC, d'autres services de police ainsi que des ministères fédéraux et provinciaux. Six fois par année, en moyenne, ses membres comparaissent à titre de témoins experts devant des tribunaux de tous les niveaux dans sept des dix provinces. En 1994, le Groupe a examiné 118 enregistrements sonores et 55 enregistrements vidéo. Le nombre total d'enregistrements sonores et vidéo examinés augmente chaque année, comme le démontre le Tableau 24, et cette tendance va se poursuivre en 1995. Trente pour cent de toutes les demandes d'expertises judiciaires provenaient d'autres services de police et ministères des gouvernements fédéral et provinciaux.



L'analyse comportementale des crimes de violence tels que les homicides pour des raisons sexuelles, les meurtres et agressions sexuelles en série, les incendies criminels et le harcèlement avec menaces, est un autre service offert aux corps de police canadiens. Elle comporte l'établissement de profils psychologiques du criminel et de stratégies d'enquête, des évaluations de la menace et la fourniture d'opinions expertes. On peut passer sur chaque cas des semaines, des mois ou des années. Tel qu'il est illustré au Tableau 23, la Section des analyses des crimes de violence a fourni des opinions expertes ou des suggestions en matière d'enquête relativement à 22 nouveaux cas en 1995, en plus de s'intéresser à 17 autres affaires des années précédentes.

À cause de sa convivialité, de sa portabilité (il peut être chargé dans un micro-ordinateur) et de son efficacité, le SALCV a été adopté par l'Australie, les Pays-Bas, l'Autriche et les services de police de plusieurs États américains. Des pays d'Europe envisagent eux aussi d'en faire l'utilisation. Plus il y aura de services de police étrangers qui en feront usage, plus il sera facile d'identifier, de traquer et d'arrêter les criminels impénitents et de supprimer les avantages de changer de territoire pour commettre des crimes de violence.

La Section des analyses des crimes de violence fournit des opinions expertes et des suggestions relatives aux enquêtes sur des crimes de violence, en plus de gérer l'utilisation du Système d'analyse des liens entre les crimes de violence (SALCV), lequel est entièrement fonctionnel depuis janvier 1995 pour la collecte, la collation, l'analyse et l'identification des crimes de violence en série au Canada. Au mois de juin 1995, la base de données du SALCV était riche de plus de 10 000 affaires. On avait réussi à confirmer 56 liens et à établir 70 liens possibles renvoyant à 287 crimes en série et 769 affaires individuelles. Le programme d'entrée des données au SALCV est administré par la GRC dans les provinces contractantes, par la Police provinciale de l'Ontario (PPO) et la police de la Communauté urbaine de Toronto en Ontario, et par la Sûreté du Québec et la police de la Communauté urbaine de Montréal au Québec. Les 11 postes du SALCV au Canada sont reliés à un serveur à la Direction générale de la GRC, où sont intégrés chaque semaine les nouveaux cas dans la banque de données nationale. Ils peuvent donc mener sur place des analyses de dossiers d'envergnure régionale, provinciale, interprovinciale ou nationale.

Analyse des crimes de violence

Aux endroits où la GRC assure les services de police, on tente d'intégrer les principes de police communautaire au programme de sensibilisation et d'exécution de la Police de la circulation, qui prône lui-même l'observation volontaire de la loi. Dans certaines régions où la circulation automobile est de plus en plus dense et les ressources policières sont limitées, on a recours à des dispositifs automatisés de contrôle de la vitesse et de la circulation.

La GRC participe, avec l'Association canadienne des chefs de police (ACCP), la Police provinciale de l'Ontario (PPO) et la Sûreté du Québec, à une campagne de sensibilisation d'une journée organisée à l'échelle nationale en vue de promouvoir le port de la ceinture de sécurité et l'utilisation des sièges d'auto pour enfants. Cette campagne, appelée «Opération Impact» mobilise plus de 60 000 policiers dans l'ensemble du Canada.

La Police de la circulation est responsable de la formulation de politiques nationales concernant la prestation de services de la circulation par la GRC. Elle fait l'examen et coordonne l'évaluation de l'éclairage d'urgence utilisé dans les véhicules de patrouille de la GRC, ainsi que des divers types de détecteurs de vitesse. Elle fait aussi office de centre de décision pour ce qui a trait à l'usage opérationnel des éthylomètres et appareils de contrôle de la circulation approuvés.

Police de la circulation

La GRC, en collaboration avec les ministères compétents du gouvernement fédéral, s'emploie à définir une stratégie dynamique d'application de la loi à l'échelle nationale dans chacun des domaines suivants : crimes contre l'environnement, faune et espèces en voie de disparition, sécurité publique, protection du consommateur et pertes financières subies par le gouvernement fédéral. Elle devrait avoir terminé au printemps 1996. La stratégie globale touchera l'exécution d'une vingtaine de lois fédérales importantes, les autres lois continuant d'être appliquées individuellement.

Les éléments du programme d'Exécution des lois fédérales sont chargés des enquêtes reliées aux 187 lois fédérales qui ne sont du ressort d'aucun service précis de la GRC, ainsi que de l'assistance relative à ces enquêtes. En 1994, les membres affectés à l'exécution des lois fédérales ont fait enquête sur 64 206 incidents signalés et ont prêté assistance à d'autres services dans 877 autres affaires. Les incidents en question avaient trait à l'application d'une vaste gamme de lois fédérales, dont la Loi sur la marine marchande du Canada, la Loi sur l'aéronautique, la Loi sur les parcs nationaux et le règlement connexe, ainsi que la Loi sur les maladies et la protection des animaux.

Exécution des lois fédérales

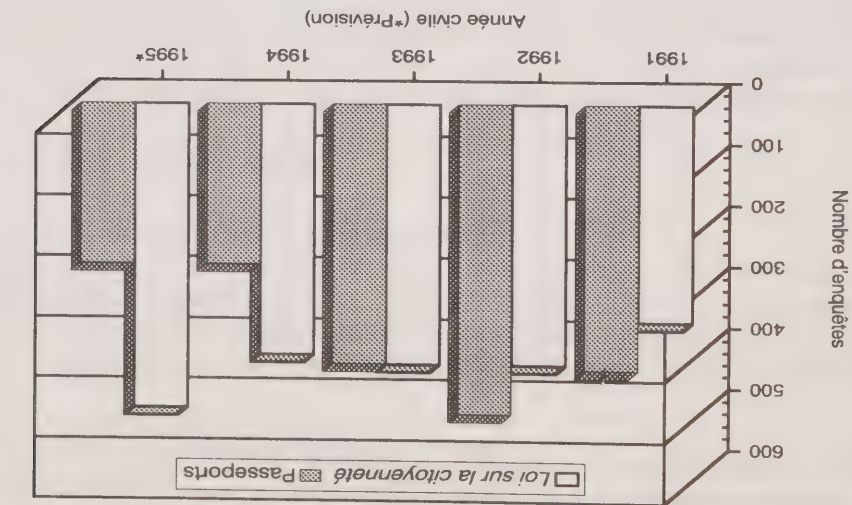


Tableau 22 : Enquêtes relatives aux passeports et à la Loi sur la citoyenneté



Le nombre d'enquêtes relatives à la *Loi sur la citoyenneté* a diminué de moins de quatre pour cent par rapport à l'année précédente. On a dénombré 411 de ces enquêtes en 1994 (voir le Tableau 22). Cependant, compte tenu de la hausse des quotas d'immigration, de plus en plus d'immigrants demandent la citoyenneté canadienne, ce qui devrait entraîner une intensification proportionnelle de la répression au cours des prochaines années. Quelques 500 enquêtes menées en vertu de la *Loi sur l'immigration* sont prévues pour 1995.

Le nombre d'enquêtes sur les passeports canadiens confiées à la GRC par le ministère des Affaires étrangères et du Commerce extérieur a baissé de 38 p.100 en 1994. Il y en a eu en tout 264 et on en prévoit autant en 1995 (voir le Tableau 22). Les fournisseurs et les contrefacteurs de documents de voyage se sont raffinés et emploient de nouvelles techniques qui compliquent le travail d'enquête et nécessitent le recours à de nombreuses ressources pour rassembler les preuves nécessaires au dépôt d'accusations.

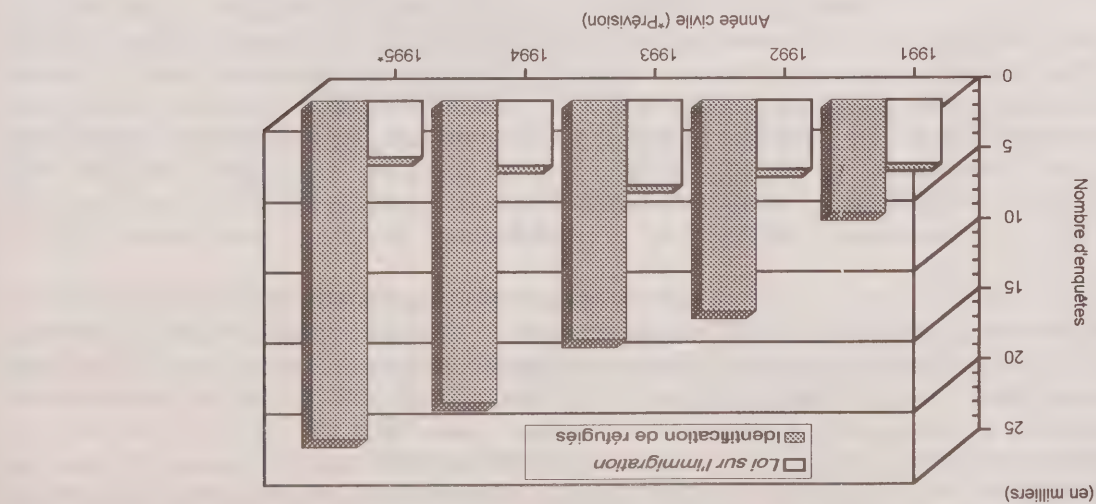


Tableau 21 : Enquêtes en vue de l'identification des réfugiés et menées en vertu de la *Loi sur l'immigration*

Les membres affectés au programme des Questions d'immigration et de passeport continueront de concentrer leurs efforts sur la lutte contre la contrebande en identifiant les présumés contrebandiers d'étrangers, fournisseurs de documents et contrefacteurs. Les renseignements criminels provenant d'organismes canadiens et étrangers sont entrés dans une base de données informatisée et tous les rapports narratifs de renseignements criminels sont versés dans la Banque nationale de données criminelles (BNDC). Les systèmes contiennent actuellement des données sur environ 13 000 contrebandiers et fournisseurs de documents et près de 1 100 documents. Des rapports d'analyse sur les organisations de contrebande d'étrangers sont préparés à l'appui des enquêtes criminelles dans ce domaine et diffusés à toutes les sections des questions d'immigration et de passeports, aux services de police étrangers ainsi qu'aux ministères clients.

Le programme des Questions d'immigration et de passeport continuera aussi de participer au processus de filtrage des éléments criminels, pour le compte de Citoyenneté et Immigration Canada. Une grande priorité sera accordée à la communication de renseignements criminels sur les personnes soupçonnées de faire partie d'une triade asiatique ou du crime organisé est-européen. Les crimes de guerre contemporains et les crimes contre l'humanité sont devenus un problème majeur et des renseignements en la matière recueillis de par le monde sont consignés dans une nouvelle banque de données informatisée. Ces renseignements seront transmis mensuellement à CIC pour aider au filtrage des personnes inadmissibles au Canada.

La GRC examine, classe et conserve, à l'aide du Système automatisé d'identification dactyloscopique (SAID), toutes les empreintes digitales des réfugiés au sens de la Convention, afin de connaître les antécédents judiciaires des réfugiés et de déceler les cas d'identités multiples. Elle communique même sur demande des empreintes digitales à des pays étrangers, par l'entremise d'INTERPOL. Le projet de loi C-36 oblige les centres d'immigration du Canada à prélever les empreintes digitales de tous les réfugiés au sens de la Convention dès leur arrivée au pays, aux fins d'identification. En 1994, la Section de l'identification des réfugiés a reçu 21 444 dactylogrammes de réfugiés (voir le Tableau 21). C'est, en pourcentage, 20 p. 100 de plus que l'année précédente. D'après les chiffres fournis par Citoyenneté et Immigration Canada, le nombre de dactylogrammes reçus par la GRC aux fins de traitement en 1995 devrait dépasser les 24 000.

Le nombre d'enquêtes menées en vertu de la *Loi sur l'immigration* a baissé de 11 p. 100 en 1994 (voir le Tableau 21), par suite de l'initiative de lutte à la contrebande. On pense que cette tendance va se maintenir en 1995.



En juillet 1994, le ministre de la Citoyenneté et de l'immigration a annoncé la mise sur pied d'un groupe de travail réunissant la GRC et son ministère. Le mandat principal de ce groupe de travail consiste à arrêter les contrevenants dangereux en matière d'immigration. Au cours d'un examen des dossiers de Citoyenneté et Immigration Canada (CIC), on a relevé 1 888 personnes visées directement par ce groupe. Par suite de cet examen, la GRC a affecté des ressources au projet, c'est-à-dire 12 membres à Toronto, quatre à Montréal et quatre autres à Vancouver, pour aider les agents d'exécution de CIC ainsi que les services de police locaux à trouver et à arrêter les personnes passibles d'expulsion. Ces membres ont tous été réaffectés dans chacune des divisions touchées pour les six mois que devait durer le projet. Ceux de Vancouver et de Montréal ont pu réintégrer leurs fonctions en janvier 1995, mais le travail du groupe s'est poursuivi à Toronto, où provenaient plus de la moitié des cas à l'étude. Au mois de juillet 1995, CIC avait déjà saisi le groupe de 621 cas et 370 personnes au total (60 p. 100 de cas) avaient été arrêtées et interrogées. Les discussions se poursuivent actuellement entre CIC et la GRC en vue de l'établissement de relations de travail permanentes, à l'échelle nationale, pour faciliter l'arrestation des contrevenants dangereux en matière d'immigration au lendemain de la dissolution du groupe de travail.

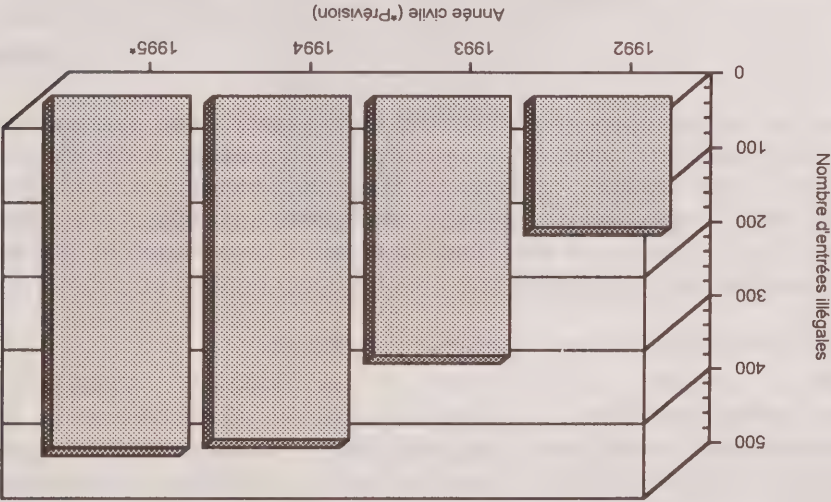


Tableau 20 : Entrées illégales organisées au Canada

En 1994, il y a eu 464 enquêtes sur des cas d'entrée illégale organisée au Canada. Ce chiffre, qui inclut les cas réels et les cas d'assistance, représente une augmentation de 33 p. 100 par rapport à 1993. La situation semble vouloir se stabiliser en 1995. Le Tableau 20 indique le nombre d'entrées illégales organisées au Canada de 1992 à 1995. On ne dispose pas de chiffres pour les années antérieures à 1992.

Un nombre grandissant de gens, fuyant les guerres, les crises économiques et l'effondrement des systèmes politiques et sociaux dans leur pays, tentent de s'établir dans des régions plus prospères. D'autres groupes de contrebandiers, comme les trafiquants de drogues, s'adonnent également au trafic d'immigrants. Ils recourent pour cela à différents circuits passant par les pays d'Europe et de la région du Pacifique.

postes ont été consacrés aux enquêtes sur les produits de la criminalité. On prévoit faire des progrès importants en 1995 au chapitre des saisies de biens accumulés par des criminels impliqués dans le trafic illégal du tabac et de l'alcool. Cette augmentation des effectifs s'ajoutait à la création de 70 nouveaux postes en 1993, de 52 postes en 1992 et de 33 postes en 1991. Le financement pour cette initiative se terminera cependant à la fin de l'année fiscale 1996-1997.

La GRC a aussi continué, de concert avec Douanes Canada ainsi qu'avec d'autres organismes d'application de la loi fédéraux, provinciaux et étrangers, à démasquer et à traduire en justice les responsables de la contrebande et de la distribution illégale d'alcool et de tabac. Cette collaboration assure une utilisation plus efficace des ressources et la mise en commun des renseignements criminels.

Le personnel des Douanes et de l'Accise fait également enquête sur les activités suivantes : le détournement de haute technologie, l'importation et l'exportation illégales d'agents ou de précurseurs entrant dans la fabrication d'armes biologiques ou chimiques, y compris tout élément servant à leur conservation et toute technologie connexe, ainsi que l'importation ou l'exportation de biens culturels ou d'œuvres d'art. Il est aussi chargé de faire respecter la Loi sur les Nations Unies, la Loi sur les mesures économiques spéciales et la Loi sur les mesures extraterritoriales étrangères.

L'adoption d'un Système intégré de gestion (SIG) servant aux rapports sur les activités en matière de douanes et d'accise est au centre d'un projet important dans le domaine. On prévoit que ce nouveau système donnera une image plus exacte des activités, en particulier des enquêtes sur la contrebande et les produits de la criminalité effectuées en vertu du Code criminel. Auparavant, les résultats des enquêtes de ce genre n'étaient pas consignés ni signalés. Ces enquêtes constituent maintenant une partie importante des activités du personnel des Douanes et de l'Accise.

Immigration et Passeport

Le programme des Questions d'immigration et de passeport vise à aider les ministères fédéraux à appliquer la Loi sur l'immigration et la Loi sur la citoyenneté, ainsi qu'à faire enquête sur les infractions au règlement sur les passeports canadiens, telles qu'elles sont définies dans le Code criminel. Le centre de décision en la matière est la Sous-direction des affaires fédérales et d'immigration, à Ottawa. Les policiers affectés aux 25 sections des questions d'immigration et de passeport veillent à l'exécution du programme. Ils peuvent compter sur l'aide des 34 sections de l'exécution des lois fédérales ainsi que des membres de la police générale de détachement aux endroits où il n'y a pas de sections des questions d'immigration et de passeport.

Les éléments du programme des Questions d'immigration et de passeport de la GRC ont signé des protocoles d'entente avec les ministères clients, soit le Bureau des passeports du ministère des Affaires étrangères et du Commerce extérieur, et Citoyenneté et Immigration Canada. Le principal but du programme est de mettre en place des initiatives dynamiques en vue d'assurer un service de qualité aux ministères clients et à la population en général.

Le gouvernement fédéral continue de mettre l'accent sur les questions d'immigration et de passeport. Le programme s'intéresse particulièrement à la détection des organisations criminelles impliquées dans la contrebande d'immigrants illégaux au Canada, de même qu'aux enquêtes et aux



La GRC a obtenu des fonds pour 390 nouveaux postes à plein temps en 1994 afin de réprimer la contrebande d'alcool et de tabac, qui a causé un important manque à gagner aux gouvernements fédéral et provinciaux, en plus d'entraîner d'autres problèmes de criminalité. De ce nombre, 100

L'ampleur prise par la contrebande d'alcool et de tabac a eu une grande incidence sur les enquêtes portant sur les infractions en matière de douanes et d'accise. Les organisations criminelles spécialisées dans la contrebande et la distribution illégale d'alcool et de tabac raffinent de plus en plus leurs méthodes, ce qui prolonge la durée des enquêtes et nécessite l'engagement de ressources considérables. Les poursuites sont maintenant intentées en vertu du Code criminel, et non seulement aux termes de la *Loi sur les douanes* ou de la *Loi sur l'accise*. Qui plus est, des modifications apportées à ces trois lois permettent de s'attaquer aux produits de la criminalité.

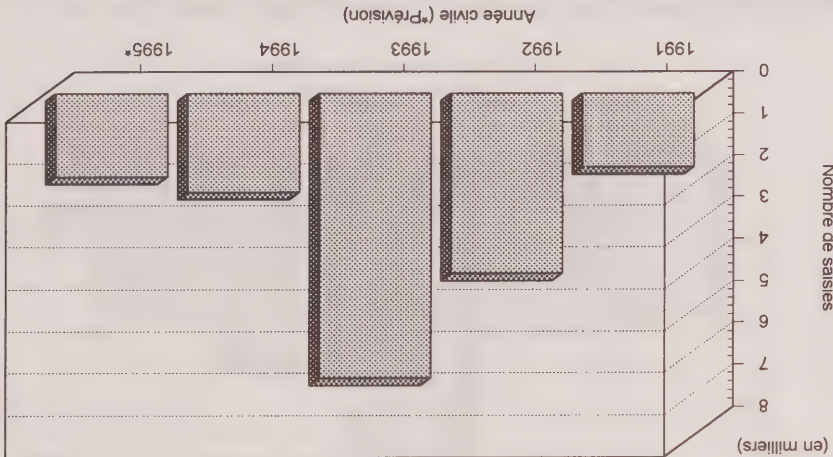


Tableau 19 : Douanes et Accise - Nombre de saisies

Contrairement à l'année d'avant, où l'accent avait été mis sur la contrebande du tabac et de l'alcool, on s'est beaucoup intéressé en 1995 à des marchandises telles que des bijoux, qui ont donné lieu à des saisies de plusieurs millions de dollars. La GRC est en train d'étendre le champ de ses connaissances dans ce domaine et on peut d'ores et déjà s'attendre à ce que d'autres saisies importantes soient effectuées.

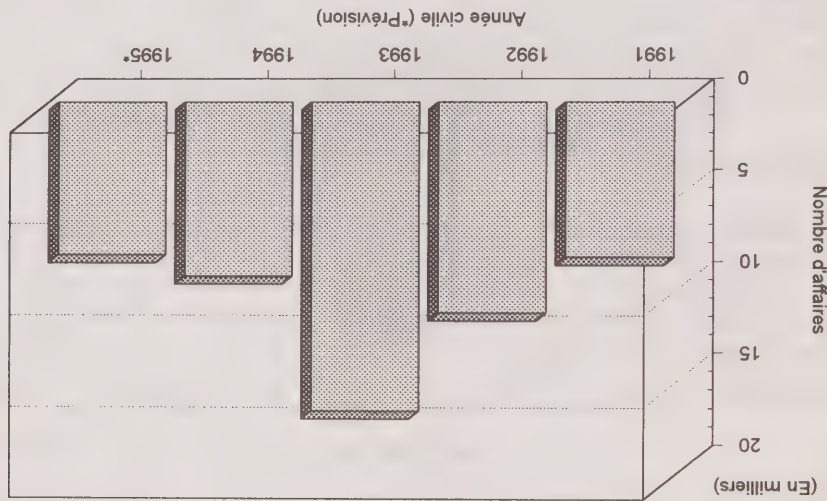
Les saisies d'alcool ont connu une hausse modérée au cours de la dernière année. En 1994, on a effectué 777 saisies d'alcool, soit 14 p. 100 de plus qu'en 1993. Si on regarde les quantités, les 488 544 litres d'alcool saisis représentent une légère augmentation par rapport à l'année précédente. Il y a donc eu non seulement progression du nombre de saisies, mais aussi augmentation des quantités confisquées. On s'attend cependant à ce que le volume d'alcool et le nombre de saisies effectuées soient relativement stables en 1995.

Les réductions de taxes à l'échelle fédérale, et dans certains cas à l'échelle provinciale, ont entraîné une diminution appréciable du nombre de saisies de tabac illégal. Cette diminution était de l'ordre de 64 p. 100 en 1994 (1 907 saisies). Néanmoins, les enquêtes sur l'importation, la possession et la distribution illégales de produits du tabac restent au centre des efforts de répression.

dont le tabac et l'alcool, au détournement de haute technologie et de biens stratégiques, ainsi qu'à l'application des lois et règlements imposant des contrôles non tarifaires sur le mouvement international des marchandises.

Comme en témoigne le Tableau 18, le nombre d'infractions signalées dans le cadre du programme des Douanes et de l'Accise a augmenté de 1991 à 1993, avant de fléchir en 1994. On entrevoit une autre baisse en 1995. Seulement 9 552 cas ont été signalés en 1994, soit 7 393 (44 p. 100) de moins que l'année précédente. Cette baisse est principalement due au ralentissement de la contrebande du tabac depuis la réduction des taxes sur le tabac, en février 1994. Malgré ce déclin apparent, la fréquence des activités de contrebande reste élevée et les enquêtes concernant l'importation, la possession et la distribution illégales de produits du tabac demeurent donc une priorité de la police. La GRC s'attaque maintenant aux groupes de criminels organisés et aux distributeurs, plutôt qu'aux consommateurs, ce qui fait que les infractions signalées sont peut-être moins nombreuses, mais plus graves ou plus importantes.

Tableau 18 : Douanes et Accise - Nombre total d'affaires signalées



En sus du nombre d'affaires signalées, il faut porter au crédit du programme des Douanes et Accise 3 648 cas d'assistance en 1994, une diminution de 31 p. 100 par rapport à l'année précédente. On pense que ce nombre sera à peu près le même en 1995. Il s'agit ici d'aide à des organismes autres que la GRC, par exemple des ministères fédéraux ou provinciaux, d'autres services de police, les douanes américaines, le «Bureau of Alcohol, Firearms and Tobacco», et les organismes membres d'INTERPOL.

En tout, les sections des douanes et de l'accise ont effectué 2 684 saisies en 1994, ce qui représente une baisse de 65 p. 100 par rapport à l'année précédente (voir le Tableau 19). Le nombre de saisies devrait rester stable en 1995. Les biens saisis en 1994 avaient une valeur en douane de plus de 27 millions de dollars.



Le programme des Douanes et de l'Accise a pour mandat d'appliquer les lois dans ce domaine au Canada et tout le long de la frontière entre le Canada et les États-unis. Il s'intéresse notamment au mouvement international des produits passibles de droits ou de taxes et des marchandises contrôlées ou interdites, à la fabrication, la distribution ou la possession de produits de contrebande,

Douanes et Accise

Les fonctions décrites ci-dessous sont actuellement exécutées par des éléments des secteurs de responsabilité suivants : Services fédéraux, Opérations techniques et Services de police communautaires, contractuels et autochtones.

Police Générale

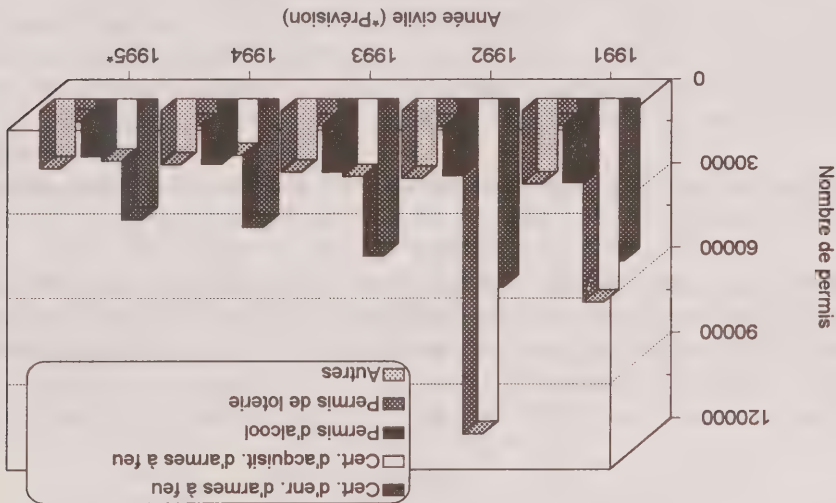
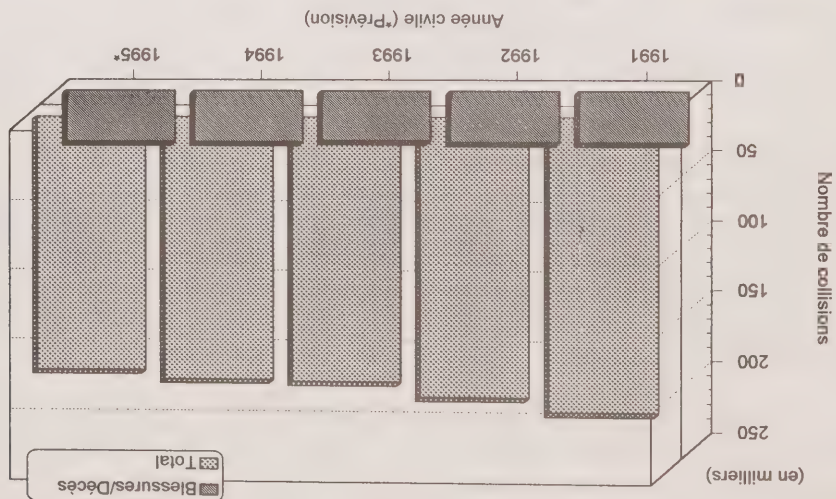


Tableau 17 : Permis délivrés

Partout au pays, les détachements de la GRC sont chargés de délivrer divers permis. Le Tableau 17 illustre la tendance dans le nombre total de permis délivrés. On y observe d'abord une augmentation de 1991 à 1992, puis une baisse régulière de 1992 à 1995. Plus de 100 000 permis ont été délivrés en 1994. Le nombre de permis d'alcool et de loterie délivrés a diminué régulièrement depuis 1991, tandis que celui des certificats d'enregistrement et d'acquisition d'armes à feu, qui représentent plus de la moitié des permis délivrés, a beaucoup fluctué pour des raisons politiques et juridiques. La délivrance de ces documents peut exiger passablement de temps.

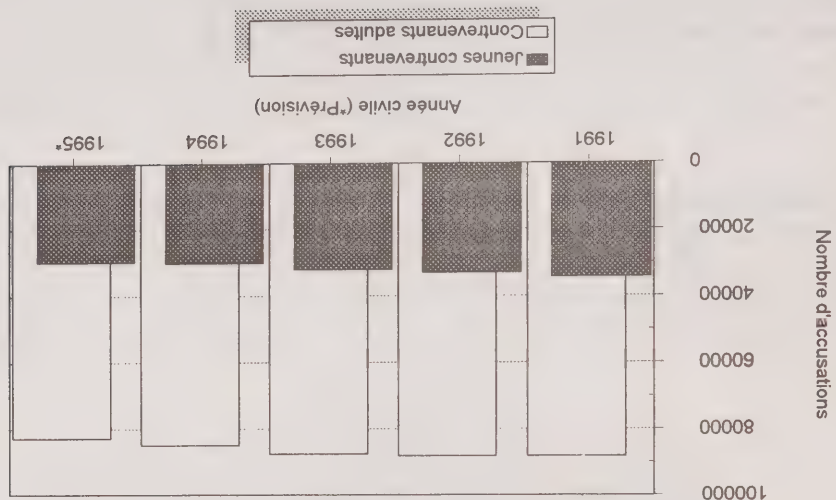
Les affaires de voies de fait contre le conjoint, à cause de la charge émotive qui les accompagne, exigent une plus grande sensibilité, un talent certain de médiateur et une aptitude à travailler sous pression et à rassurer les victimes. Elles prennent beaucoup de temps aux policiers. Le nombre d'affaires de ce genre a grimpé de 1988 à 1994. La plupart du temps, les contrevenants sont des hommes, les femmes n'ayant été les agresseurs que dans 16 p. 100 des cas.

Tableau 15 : Collisions



Dans l'exercice normal de leurs fonctions, les membres de la GRC ont affaire à des contrevenants adultes et mineurs. Comme il est démontré au Tableau 16, le nombre total d'accusations portées par les membres des services de police communautaires, contractuels et autochtones a diminué lentement mais sûrement depuis 1991. Le pourcentage de toutes les accusations portées contre des jeunes contrevenants pour des infractions au Code criminel est passé de 28 p. 100 en 1991 à 26 p. 100 en 1994.

Tableau 16 : Nombre total d'accusations portées en vertu du Code criminel (adultes et jeunes contrevenants)





Comme en témoigne le Tableau 15, les membres de la GRC s'occupent chaque année d'un grand nombre de collisions. La baisse constatée sous ce rapport depuis 1991 pourrait être attribuable à une combinaison de facteurs, tels que les programmes de sensibilisation, les modalités de consignation et de rapport ainsi qu'une plus grande prudence au volant. On prévoit un léger fléchissement pour 1995, bien que cette tendance semble se stabiliser. Cependant, les policiers consacrent un temps considérable aux collisions.

Les accidents graves, qu'ils soient mortels ou avec blessures, constituent une partie importante de la charge de travail du membre de la GRC. Malgré une légère hausse du nombre de collisions graves, les collisions mortelles ont été moins nombreuses, probablement en raison d'une foule de facteurs, tels que le port accru de la ceinture de sécurité, la présence de coussins gonflables, les véhicules plus sûrs et l'amélioration des méthodes d'application de la loi.

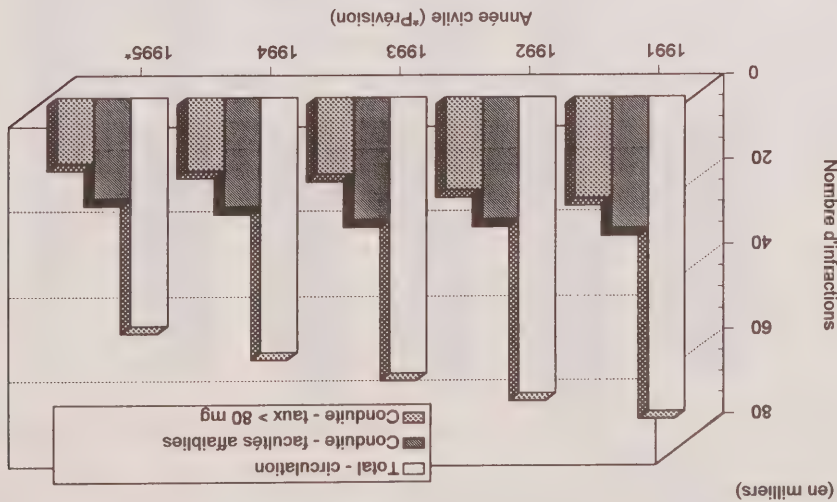
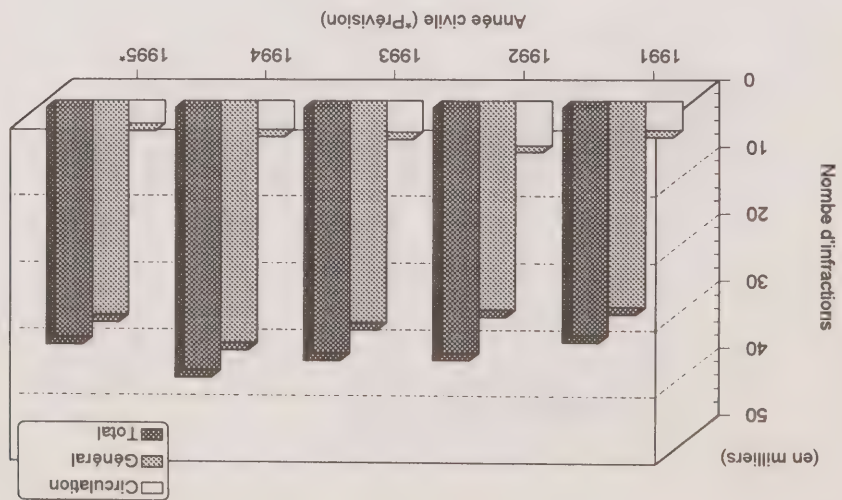


Tableau 14 : Infractions relatives à la circulation, y compris celles qui ont trait à l'alcool au volant

Tableau 13 : Infractions aux règlements municipaux



Le nombre total d'infractions relatives à la circulation (à l'exception de celles qui ont été mentionnées précédemment) sur lesquelles les membres des services de police à contrat ont fait enquête est représenté au Tableau 14. La glissade amorcée en 1991 devrait se poursuivre en 1995. On pourrait l'attribuer en partie à l'action des programmes d'éducation et de répression et à la diminution des ressources disponibles afin d'appliquer les règlements concernant la circulation.

Deux infractions en particulier, soit la conduite avec facultés affaiblies et la conduite avec un taux d'alcoolémie supérieur à 80 mg, comptent régulièrement pour environ 75 pour cent de toutes les infractions au *Code criminel* relatives à la circulation. On prévoit que la baisse du nombre de ces deux infractions enregistrées depuis 1991 se poursuivra en 1995 (voir le Tableau 14). Un grand nombre de ces infractions ont été décelées grâce aux stratégies et aux méthodes de répression visant un but précis, comme les programmes d'interception aux fins de vérification.



Les membres de la GRC appliquent divers règlements municipaux, répartis en deux catégories : «général» et circulation. La majeure partie de ce travail est exécutée par les membres employés en vertu d'ententes de police municipale. Le Tableau 13 fait voir une augmentation du nombre d'infractions aux règlements municipaux de 1991 à 1994, suivie d'une faible baisse en 1995. Bon en place de la police communautaire et la participation accrue de la collectivité à l'établissement des priorités de la police pourraient avoir contribué à ce mouvement à la hausse qui s'est poursuivi jusqu'en 1994, surtout dans les détachements municipaux.

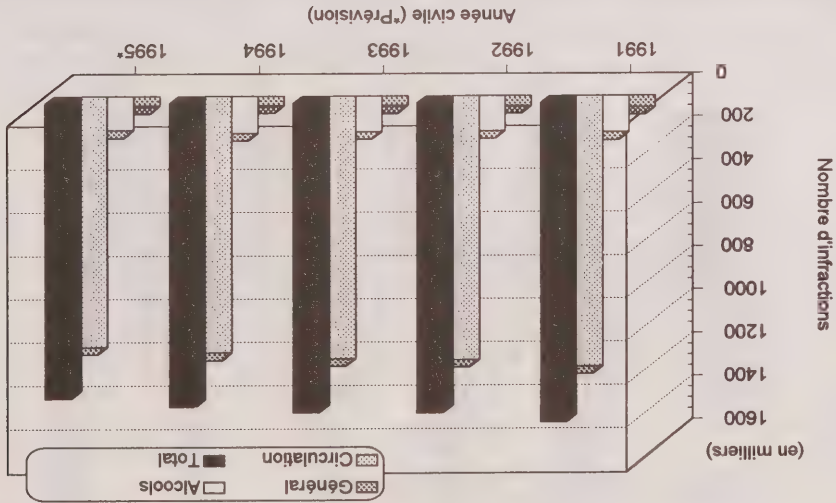
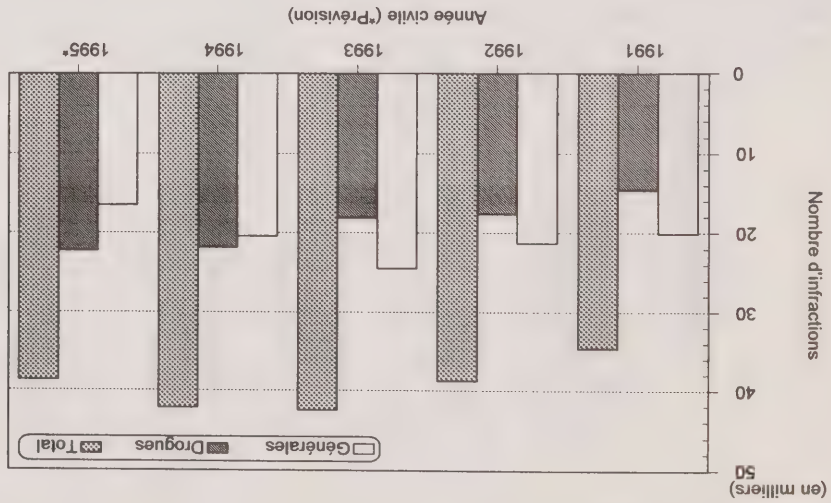


Tableau 12: Infractions aux lois provinciales et aux ordonnances territoriales

Les infractions au Code de la route constituent la grande majorité (85 p. 100) des infractions aux lois provinciales. Elles sont particulièrement sensibles aux mesures discrétionnaires et de répression prises par la police et leur nombre fluctue chaque année, bien qu'il frise constamment le chiffre de 1,2 million. On pense que la tendance à la baisse amorcée en 1991 va se maintenir en 1995.

communautaires, contractuels et autochtones s'attaquent aux petits trafiquants, ce qui explique pourquoi la marhuana et le haschich comptent pour la majorité de leurs saisies. Il y a cependant eu augmentation du nombre d'infractions relatives à la cocaïne depuis 1988.

Tableau 11 : Exécution des lois fédérales



L'application des lois provinciales et des ordonnances territoriales représente l'une des principales responsabilités du personnel de police à contrat. Depuis 1988, les infractions à ces lois et ordonnances ont constitué environ 55 p. 100 de la somme de travail totale des services de police à contrat de la GRC. Les lois provinciales sont regroupées en trois grandes catégories : «alcools», «circulation» et «général». Le nombre total d'infractions aux lois provinciales et aux ordonnances territoriales sur lesquelles le personnel des Services de police communautaires, contractuels et autochtones a fait enquête est indiqué au Tableau 12. On constate qu'il a baissé continuellement depuis 1991.

Les lois dans la catégorie «général» représentent une assez faible proportion de l'ensemble des lois provinciales. Elles comprennent, entre autres, la Loi sur la protection de l'enfance, la Loi sur les ordres domestiques, la Loi sur la santé mentale et la Loi sur les coroners. Le nombre d'infractions à ces lois a aussi chuté régulièrement depuis 1991, mais on prévoit une légère augmentation en 1995.

Les lois provinciales relatives à l'alcool comprennent la Loi sur la détention des personnes en état d'ébriété et la Loi sur les alcools. Après une diminution en 1991 et 1992, les infractions liées à l'alcool ont augmenté quelque peu en 1993 et 1994. Une légère baisse est prévue pour 1995. Les fluctuations annuelles du nombre d'infractions signalées dans ce domaine sont révélatrices, dans une certaine mesure, des influences externes et des diverses stratégies policières.



Les infractions liées aux drogues sont celles qui sont visées dans les lois sur les stupéfiants, les drogues d'usage restreint et les drogues contrôlées. En 1994, ces infractions comptaient pour plus de 50 p. 100 de toutes les infractions aux lois fédérales sur lesquelles les membres des services de police contractuels ont fait enquête. Il s'agissait d'une hausse modérée par rapport à l'année précédente, qui devrait se poursuivre en 1995. Les diverses infractions relatives aux stupéfiants ont continué de former la majorité des infractions liées aux drogues en 1994 (plus de 93 p. 100). Contrairement au personnel de la Police des drogues, les membres des Services de police

et on s'attend à une baisse en 1995.

règlements de bande sur l'alcool entre 1988 et 1993. Il y a eu une baisse de ces infractions en 1994 des Premières Nations partout au Canada. Il y a eu une répression accrue des infractions aux libération conditionnelle. La GRC offre aussi des services à de nombreuses communautés sur la marine marchande du Canada, la Loi sur les explosifs et la Loi nationale de la Loi politiques du gouvernement. Les plus grandes fluctuations sont survenues au chapitre de la Loi monnaie courante et dénotent souvent des changements survenus dans la société ou dans les s'attend à une légère baisse en 1995. Ces fluctuations du nombre d'infractions signalées sont d'infractions à ces lois a augmenté constamment de 1991 à 1993 pour se stabiliser en 1994. On sur l'accise et la Loi nationale de la libération conditionnelle. Le nombre marchande du Canada, la Loi sur les parcs nationaux et le règlement connexe, la Loi Les lois «générales» comprennent diverses lois de réglementation, telles que la Loi sur la marine

survenues au cours des cinq dernières années.

lois «générales». Le Tableau 11 illustre la quantité d'infractions à ces deux catégories de lois fédérales. Celles-ci se divisent en deux grandes catégories : les lois qui ont trait aux drogues et les règlements municipaux, les membres de la GRC doivent mettre en application de nombreuses lois En plus d'appliquer le Code criminel, les lois provinciales, les ordonnances territoriales et les

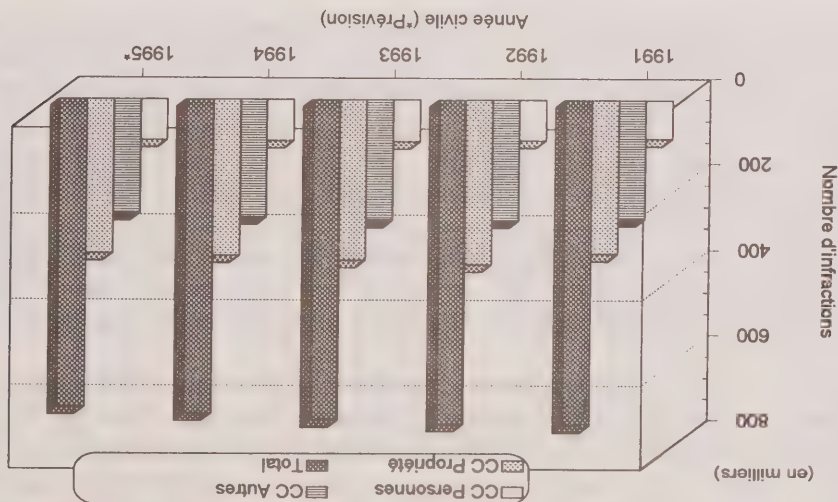


Tableau 10 : Crimes contre la personne, contre la propriété et autres infractions au Code criminel

nombre de voies de fait signalées en 1994, la première depuis 1988. Cela est sans doute dû en partie à des facteurs tels que les politiques et méthodes de rapport et les nouvelles attitudes adoptées par le public et les institutions. Il est aussi encourageant de noter que le nombre d'agressions sexuelles signalées a continué de chuter en 1994. Pour expliquer ces nouvelles tendances, il faudrait probablement regarder tout un ensemble de facteurs, dont une plus ferme volonté de la part des victimes à dénoncer ce genre d'infractions et à tenter des poursuites à leurs auteurs, et une meilleure intervention de la police auprès des victimes.

Les crimes contre la propriété, qui représentent environ la moitié de toutes les infractions au Code criminel, comprennent les introductions par effraction, les vols, les fraudes et d'autres délits semblables. Le nombre de ces infractions signalées par des membres offrant des services de police municipale, territoriale ou provinciale a continué à diminuer régulièrement depuis 1991. Tel qu'il était mentionné précédemment, les changements législatifs découlant de l'adoption du projet de loi C-42, en février 1995, ont fait passer de 1 000 \$ à 5 000 \$ la valeur repère des biens pour les vols, les méfaits, les fraudes et la possession de biens volés, ce qui a eu pour effet de réduire le nombre d'infractions dans la catégorie «plus de 5 000 \$» et d'augmenter proportionnellement celui des infractions dans la catégorie «moins de 5 000 \$». Les vols de moins de 5 000 \$ comptent régulièrement pour près de la moitié de tous les crimes contre la propriété qui sont signalés.

Les introductions par effraction, qui constituent le quart de ces délits, viennent au second rang parmi les catégories de crimes contre la propriété. Les introductions par effraction dans les résidences représentent environ la moitié de tous les cas d'introduction par effraction. Elles ont diminué régulièrement depuis 1993, en grande partie à cause des programmes de sensibilisation et des mesures de protection plus efficaces qui ont été prises. La forte expansion qu'a connue l'industrie de la protection du domicile aurait contribué à cette baisse.

La catégorie des «autres» infractions au Code criminel englobe une vaste gamme d'infractions, comme les divers attentats aux moeurs et les délits relatifs à des armes offensives, les incendies criminels, les contrefaçons et les évasions d'un lieu de détention. Après une hausse survenue en 1992, le nombre de ces crimes baisse tranquillement depuis 1993. Les dommages matériels (moins de 1 000 \$), qui représentent plus de 40 p. 100 de toutes les «autres» infractions au Code criminel signalées, ont continué leur déclin en 1994. Le nombre de rapports sur des incendies criminels grandit toujours, en partie à cause des modifications législatives touchant la définition d'un incendie criminel.



Cela comprend toutes les autres infractions au Code criminel, telles que l'incendie criminel, les dommages matériels, les contrefaçons, le manquement aux conditions de la probation et le harcèlement.

Les crimes contre la personne (ou crimes de violence), moins nombreux mais combien graves parmi toutes les infractions au Code criminel, ont connu une progression régulière de 1990 à 1993, puis une légère baisse en 1994. On s'attend à une autre baisse en 1995. Un examen attentif de certains de ces crimes laisse entrevoir l'ampleur de ce mouvement à la baisse. Le nombre d'homicides signalés à la GRC a considérablement diminué en 1994. Il y a aussi eu une légère baisse du nombre de crimes contre la personne (ou crimes de violence), 735 561 (29 p. 100) étaient des infractions au Code criminel, soit 97 666 crimes contre la personne (crimes de violence), 363 299 crimes contre la propriété et 274 596 « autres » infractions au Code criminel⁴ (voir le Tableau 10). La diminution du nombre d'infractions au Code criminel observée depuis 1991 s'est poursuivie en 1994 et devrait continuer en 1995. Cette tendance correspond étroitement aux données nationales, ce qui n'est pas tellement surprenant étant donné qu'une grande partie de ces données viennent de la GRC. Quand on regarde le pourcentage de la charge de travail que représentent ces infractions, on remarque qu'il est demeuré assez stable (un peu moins de 29 p. 100), malgré la baisse constatée depuis 1991.

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Indicateurs de rendement

En 1994, les membres de la GRC affectés aux Services de police communautaires, contractuels et autochtones ont, aux termes d'ententes pour la prestation de services de police provinciale, territoriale et municipale, entre plus de 2,5 millions d'infractions signalées au Système de rapports statistiques sur les opérations (SRSO). Le nombre total d'infractions régresse continuellement depuis 1991, en raison surtout de la diminution des infractions au Code de la route, et on s'attend à ce que cette tendance se maintienne en 1995.

Étude sur le temps passé dans les cours de justice : Le coût du temps supplémentaire passé devant les tribunaux continue de drainer les maigres ressources de la police. Les comparaisons en cour ne font pas que coûter des millions de dollars en temps supplémentaire chaque année, elles agissent également sur le moral des membres et diminuent leur efficacité quand elles surviennent pendant les heures normales de repos. Malheureusement, il arrive fréquemment que les membres soient appelés à comparaître justement pendant leurs périodes de repos, bien souvent pour apprendre sur place qu'ils n'auront pas à témoigner ou que la cause est reportée ou différée. La GRC s'efforce donc de trouver des moyens de réduire les coûts du temps supplémentaire passé en cour. L'étude sur le sujet se poursuit; elle a donné lieu à un certain nombre de projets, tant à l'intérieur qu'à l'extérieur de la GRC, qui ont été mis en oeuvre avec succès dans diverses divisions. Des initiatives engageant la participation du système de justice pénale réduiront considérablement les frais de comparution. La GRC a soumis la question à l'Association canadienne des chefs de police aux fins d'examen et d'action.

des réductions du budget des opérations de RS de la GRC. Les dépenses actuelles associées aux initiatives de recherche et de sauvetage de la GRC s'élèvent à plus de 200 000 \$. En 1994, la GRC a participé à 493 opérations de RS sur terre et 122 sur l'eau.

Étude sur les services de recherche et de sauvetage (RS) : La GRC est responsable de

Les Services de police à contrat sont chargés de l'élaboration des politiques et méthodes nationales régissant l'application du Code criminel et des diverses lois provinciales et territoriales sur la circulation.

Les politiques et méthodes régissant les services de soutien opérationnel en matière d'application de la loi, dont les équipes anti-émeute, les groupes tactiques d'intervention et les équipes cynophiles, sont contrôlées régulièrement pour s'assurer que les services sont offerts de la façon la plus efficace et la plus efficiente qui soit. On vérifie aussi continuellement les politiques et méthodes de recherche et de sauvetage afin d'assurer une intervention rapide lorsque des vies sont en danger. On encourage la formation et l'emploi de chercheurs bénévoles, ainsi que l'utilisation de divers programmes de prévention. Les services de police à contrat sont aussi responsables de la mise au point des accessoires, vêtements et équipements spécialisés employés par les membres affectés à ces tâches.

SERVICES DE POLICE À CONTRAT

Au printemps 1995, la Commission royale sur les peuples autochtones publiait un rapport intitulé *Choisir la vie*, qui traitait du suicide chez les autochtones du Canada. La GRC a donné suite à certaines des recommandations faites par la Commission, selon laquelle toute stratégie globale de prévention du suicide dans les communautés autochtones doit s'articuler autour des trois objectifs suivants : mise sur pied de services d'aide directe aux personnes suicidaires, promotion d'une action préventive générale par le développement des communautés autochtones et satisfaction des besoins à long terme des autochtones en ce qui a trait à l'auto-détermination, l'autosuffisance, la guérison et la réconciliation à l'intérieur du Canada.

La GRC tente aussi d'intéresser la communauté à la question du suicide en consacrant une partie de ses ateliers à des stratégies de développement communautaire pour s'attaquer aux problèmes reliés au suicide.



détachements restent un moyen efficace d'examiner les questions qui intéressent la police et la collectivité autochtone. En mai 1995, de concert avec le Service de police de Regina, Saskel, les centres d'accueil autochtones et des commanditaires publics et privés, la GRC a été l'hôte de la Conférence nationale des jeunes Autochtones qui s'est tenue à l'École de la GRC, à Regina. Plus de mille personnes (délégués, chaperons, cadets de la GRC et personnes ressources) ont assisté à cette conférence de trois jours.

Loi canadienne sur les droits de la personne : La mise en application des dispositions du paragraphe 16(1) de la *Loi canadienne sur les droits de la personne* concernant les programmes de promotion sociale permet à la GRC de désigner des postes autochtones au sein de l'organisation. Afin de répondre aux besoins particuliers de la population autochtone, un bloc de trente postes a été réservé à des candidats autochtones.

Programme de formation des jeunes Autochtones : Lancé officiellement en 1994, le Programme de formation des jeunes Autochtones est le prolongement d'un projet pilote entrepris en 1993 avec la Fédération indienne de la Saskatchewan, au cours duquel 25 élèves autochtones ont pu recevoir cinq semaines de formation de base à l'École de la GRC et faire un stage de douze semaines comme co-patrouilleurs dans un détachement de la GRC. Le nombre de participants, provenant cette fois-ci de tous les groupes autochtones, est passé à 38 en 1994. Il a fallu annuler le programme en 1995 à cause des rénovations apportées aux installations de formation, mais les programmes d'été pour étudiants dans les divisions, commandités par diverses organisations autochtones, ont permis d'employer 191 étudiants. Pour 1996, on se propose de former 72 candidats recrutés également au sein de tous les groupes autochtones. La GRC assumera les coûts d'administration du programme.

Programme de prévention du suicide GRC-communauté : Ce programme innovateur, le premier du genre au pays, a été conçu dans le but d'arrêter la vague de suicides qui déferle sur les communautés autochtones au pays. Des fonds pour cette initiative nationale ont été obtenus du Conseil du Trésor dans le cadre de l'initiative nationale sur la sécurité de la communauté et la prévention du crime. La Sous-direction des services de police autochtones, à la Direction générale de la GRC, recevra 250 000 \$ chaque année pendant quatre ans afin d'organiser des ateliers sur le sujet au Canada.

Le but des ateliers est de permettre aux participants de comprendre leurs propres attitudes à l'égard du suicide et de reconnaître et d'évaluer les risques de suicide, les techniques d'intervention efficaces et les ressources communautaires pour les pourvoyeurs de soins et les membres de la communauté.

Puisque le taux de suicides est beaucoup plus élevé chez les jeunes que chez les adultes, en particulier chez les jeunes autochtones, la GRC a décidé d'organiser des ateliers sur le sujet à la Conférence nationale des jeunes autochtones tenue en Saskatchewan en mai 1995. Elle a elle-même assumé les coûts de présentation de 16 ateliers sur la prévention du suicide et l'intervention dans ce domaine.

Recrutement d'Autochtones : Les Services de police autochtones ont pour mandat de coordonner le recrutement de policiers autochtones à la GRC. Le recrutement d'Autochtones demeure une priorité à la GRC et il a nécessité l'adoption d'un certain nombre de mesures pour encourager la participation de ce groupe cible. On peut maintenant engager comme cadets des postulants autochtones et les soumettre immédiatement à la formation de base des recrues donnée à l'École de la GRC, à Regina. Au cours de l'exercice 1994-1995, 39 candidats autochtones ont été embauchés de cette façon. En avril 1995, le pourcentage de membres réguliers autochtones à la GRC s'élevait à 3,8 p. 100, soit un peu moins que l'objectif de 5 p. 100.

Programme de valorisation des cadets autochtones : Les postulants autochtones qui ne satisfont pas aux critères d'admission à la formation de base peuvent s'inscrire au Programme de valorisation des cadets autochtones (PVCA). Le PVCA, tel qu'il existe aujourd'hui, a été lancé en janvier 1995 à la suite d'une association de partage des frais scellée avec Développement des ressources humaines Canada. De 60 à 80 Autochtones devraient bénéficier de ce programme au cours des deux prochaines années. Un premier groupe de 24 cadets a été enrôlé au printemps 1995, et un deuxième groupe l'automne suivant.

Le PVCA donne jusqu'à deux ans aux candidats pour combler les lacunes relevées au moment du recrutement ou pendant la période d'évaluation de trois semaines à l'École de la GRC, à Regina. Une fois que le candidat a réussi son programme de perfectionnement individualisé, il devient admissible à la formation de base des cadets.

Le Programme de valorisation des cadets autochtones est issu de l'ancien Programme de valorisation des gendarmes autochtones, balayé en septembre 1993 par les compressions budgétaires. De 1990 jusqu'à sa disparition, ce dernier avait été financé entièrement à l'aide de fonds provenant du budget de fonctionnement de la GRC.

Police des Premières Nations : La politique fédérale relative à la police des Premières Nations continuera de régir l'administration des services et des fonds consacrés à la surveillance policière sur les réserves et dans les communautés inuit au Canada. Des accords-cadres sur le sujet ont été négociés avec la Saskatchewan, l'Île-du-Prince-Édouard, la Colombie-Britannique, le Manitoba, la Nouvelle-Écosse et le Yukon. Le ministre du Solliciteur général a reçu de nombreuses propositions des provinces et des territoires concernant le financement et les services relatifs à ce programme. On a proposé notamment la signature d'ententes tripartites pour l'obtention de services de la GRC, de même que la création d'une police indépendante des Premières Nations. Dans les endroits où l'on a choisi de recourir à une police de bande ou une police tribale, la GRC s'est engagée à aider et à former les agents de ces corps de police, moyennant un recouvrement des coûts.

Sensibilisation à la culture autochtone : La GRC continue de mettre l'accent sur la sensibilisation à la culture autochtone dans toutes les divisions. Des rencontres et des ateliers réunissant des membres de la GRC et des Autochtones sont organisés régulièrement. On pense que les relations interculturelles au niveau des régions et des



économiques communes pour atténuer ces problèmes. Les consultations seront coordonnées par les divisions de la GRC. On prévoit déjà recourir à des stratégies de communication, de mise en valeur et d'éducation pour promouvoir la prestation de services axés sur les jeunes.

Stratégie nationale sur la sécurité de la communauté et la prévention du crime : La GRC entreprendra un certain nombre de programmes d'intervention communautaire axés sur les problèmes, qui mettront en valeur les activités de la Stratégie nationale sur la sécurité de la communauté et la prévention du crime et feront usage des connaissances et des ressources acquises dans d'autres programmes nationaux, comme l'Initiative de lutte contre la violence familiale, la Stratégie canadienne antidrogue et Grandir ensemble. On pense qu'un effort concerté accroîtra l'efficacité des programmes communautaires et évitera le double emploi. La police et la communauté chercheront et examineront ensemble les causes profondes des crimes et des troubles qui compromettent la sécurité et la qualité de vie des citoyens. On insiste sur les besoins des jeunes en danger, plus particulièrement dans les communautés autochtones qui sont aux prises avec de graves problèmes de suicide. Un programme d'éducation sous forme de trousse d'aide individuelle a été conçu et offert jusqu'à maintenant à plus de quatorze communautés autochtones.

On a aussi enseigné aux communautés désireuses de recevoir une formation en médiation d'autres techniques de règlement des conflits, afin de les aider à solutionner leurs problèmes.

Programme d'été pour étudiants : En 1995, le Programme EFFT du ministère du Développement des ressources humaines a injecté la somme de 250 000 \$ pour l'administration du Programme d'été pour étudiants, qui permet à des étudiants d'acquérir une expérience pratique du travail de police. Soixante étudiants ont pu ainsi être employés dans différents détachements de la GRC au pays.

Programme des Venturers/Rovers policiers : La GRC continue, en collaboration avec Scouts Canada, la mise sur pied d'un programme de Venturers pour adolescents de 14 à 17 ans et d'un programme de Rovers pour le groupe des 18 à 26 ans. Les deux programmes s'adressent aussi bien aux filles qu'aux garçons. On étudie la possibilité de se servir des Venturers et des Rovers pour donner des exposés en matière de recherche et de sauvetage aux écoliers. On compte actuellement quelque 35 compagnies de Venturers/Rovers dans les collectivités desservies par la GRC, dont une compagnie autochtone, et cinq autres en voie de formation, l'une d'entre elles composée d'Autochtones.

Bénévoles : La GRC a conçu de nombreux programmes de surveillance en milieu urbain et rural pour aider à réduire la criminalité et assurer une intervention d'urgence en matière de recherche et de sauvetage, surtout dans les secteurs ruraux. Plus de 60 000 civils bénévoles participent à ces divers programmes, dont les programmes de surveillance en milieu rural et de services aux victimes.

Plan stratégique quinquennal - Réduction des crimes de violence et de la criminalité juvénile violente : Dans la deuxième année de son plan quinquennal, la GRC s'emploie à esquisser et à mettre en oeuvre un projet touchant tous les niveaux de l'organisation et portant sur la façon dont la population perçoit les crimes de violence et la criminalité juvénile. Ce projet vise entre autres à consulter de nombreuses personnes au sein de la GRC, des administrations provinciales et municipales, des organismes fédéraux et de la population en général, afin de déterminer l'ampleur et l'origine des problèmes et d'élaborer des stratégies

La GRC continue de participer, avec le ministère du Solliciteur général du Canada et les ministères de la Justice et de la Santé du Canada, à divers groupes de travail pluriorganismes s'intéressant à la violence sociale. Les études en la matière portent notamment sur les comportements criminels et antisociaux, la violence conjugale, l'exploitation physique et sexuelle des enfants, de même que les mauvais traitements, le manque de soins et l'exploitation dont sont victimes les personnes âgées. La GRC a produit et diffusé un programme complet d'éducation et de sensibilisation traitant d'un certain nombre de questions concernant l'exploitation des enfants.

Violence sociale : Même si la violence au foyer demeure une priorité de la GRC, les diverses formes de violence qui existent dans la société ont forcé celle-ci à examiner la violence d'une manière plus globale. Ce qu'on appelait jusque-là « violence familiale » ou « violence au foyer » est maintenant désigné par l'expression « violence dans les relations », c'est-à-dire dans les rapports avec les adultes, les enfants ou le conjoint. Cette nouvelle optique est conforme aux principes énoncés dans le Livre rouge du gouvernement sur la violence.

La GRC offrira en outre un programme de formation avancée aux équipes pluriorganismes appelées à faire enquête sur les cas d'agression sexuelle. Des équipes régionales composées de policiers et de membres d'autres organismes recevront une formation intensive en vue d'augmenter leur efficacité et leur capacité d'intervention dans des affaires plus complexes ou plus difficiles.

Au cours des quatre prochaines années, grâce à des fonds spéciaux débloqués par la GRC, les groupes d'assistance aux victimes verront leurs programmes prendre de l'expansion et accroître la formation des bénévoles travaillant auprès de la population avec le personnel des détachements. On formera aussi des membres de la GRC afin de les sensibiliser davantage à l'importance et au rôle des bénévoles en matière d'aide aux victimes au niveau des détachements.

Prévention criminelle et assistance aux victimes : Ce programme tente d'établir et de maintenir l'ordre social dans la société par l'éducation, une plus grande sensibilisation du public et la promotion de la coopération interorganismes et intergouvernementale. Des services de police attentifs et axés sur la communauté sont offerts afin de satisfaire aux besoins particuliers des victimes de crimes. Le programme s'efforce notamment de fixer des objectifs en matière de prévention du crime au terme de consultations et d'une analyse de la criminalité dans la société, ainsi que de sensibiliser la population à tous les aspects de la violence au sein de la communauté.



Enquête et application de la loi : Les membres détectent les infractions aux lois fédérales et provinciales, aux ordonnances territoriales ou aux règlements municipaux, et ils font enquête sur ces crimes. Ils s'emploient également à sensibiliser la population aux lois de réglementation, comme le Code de la route et la législation en matière de régie des alcools, et s'assurent qu'on s'y conforme.

Soutien opérationnel : Un certain nombre de fonctions sont exécutées à l'appui des activités susmentionnées, dont les suivantes : récupération sous-marine, services de police auxiliaires, opérations de recherche et de sauvetage, services judiciaires et de détention, interventions d'urgence, services cynophiles, équipes anti-émeute et patrouilles à bicyclette.

SERVICES DE POLICE COMMUNAUTAIRES

Le plan stratégique pour l'instauration de la police communautaire à la GRC est presque aux trois quarts terminé. Diverses initiatives importantes ont été mises en oeuvre afin d'évaluer l'efficacité et l'efficience de la police communautaire comme méthode de prestation de tous les services policiers.

Des projets pilotes ont été lancés dans chaque division. Pour faciliter la transition du modèle de police classique à la police communautaire, la GRC a entrepris un certain nombre d'initiatives importantes, dont les suivantes :

Division E (Colombie-Britannique), Détachement de Burnaby - apport de changements structurels pour les besoins du modèle de services de police communautaires;

Division K (Alberta), Sous-division de Lethbridge - projet de gestion futuriste axé sur les pratiques administratives modernes;

Division J (Nouveau-Brunswick) - régionalisation des services de police;

Division H (Nouvelle-Écosse), Détachement de Cole Harbour - amélioration de la consultation populaire et de la résolution des problèmes.

Le virage en faveur de la police communautaire a aussi été amorcé à la Direction générale, à Ottawa. Parmi les projets importants entrepris à cette fin, notons l'adoption des «meilleures pratiques» de police communautaire. Les projets pilotes ont porté principalement sur ce qui suit : les changements à la structure et la culture des détachements, le recrutement de partenaires et l'établissement de réseaux, et l'élaboration de profils de la communauté pour mieux comprendre les causes profondes de la criminalité.

La sous-activité de la « Direction » représente la répartition des ressources liées directement à la gestion supérieure de l'activité.

Services de police communautaires, contractuels et autochtones

Les Services de police communautaires, contractuels et autochtones offrent des services de police à frais partagés à toutes les provinces, sauf le Québec et l'Ontario, et aux deux territoires, en vertu d'ententes signées entre le Solliciteur général du Canada et les provinces et territoires. Aux termes de ces ententes, la GRC joue le rôle de police provinciale et applique le Code criminel, les lois provinciales, les règlements municipaux et les ordonnances territoriales. La GRC offre également des services de police municipale en vertu d'ententes distinctes conclues avec 200 municipalités. En 1995, une nouvelle entente de police a été signée avec la municipalité de Qualicum Beach (Colombie-Britannique).

Tous les services offerts par la GRC sont fondés sur les principes de police communautaire. La police communautaire est à la fois un style opérationnel et un mode de prestation de tous les services policiers. Elle crée une sorte d'association et d'interaction entre la police et la collectivité afin qu'ensemble elles puissent cerner et résoudre les problèmes de criminalité. La police communautaire reconnaît qu'il n'y a pas deux communautés pareilles et que la collectivité a un rôle légitime à jouer dans les décisions policières qui sont prises, notamment au chapitre de la résolution des problèmes, de l'établissement des priorités et du mode de prestation des services à la population.

Les membres de la GRC employés à la Direction des services de police communautaires, contractuels et autochtones accomplissent les tâches suivantes :

Prévention : Les membres s'occupent de nombreux programmes de prévention, d'éducation et de sensibilisation, y compris des patrouilles préventives en réponse à des problèmes de criminalité particuliers et des présentations sur les opérations de recherche et de sauvetage.

Service : Cette fonction englobe une foule d'activités, dont le règlement des conflits mineurs où il n'est peut-être pas nécessaire d'invoquer la loi, l'intervention en réponse à des demandes d'aide relativement à des incidents suspects ou des personnes égarées ou portées disparues, et la signification d'actes judiciaires au civil. Elle comprend aussi les services non policiers, comme les services d'escorte et de garde de prisonniers et la supervision des examens de conduite, de même qu'une somme considérable d'heures de travail bénévole à l'intérieur de divers programmes, en particulier auprès des jeunes et des personnes âgées.



Tableau 9 : Rendement financier en 1994-1995

(en milliers de dollars)					1994-1995	
					Budget principal	Différence
					ETP	\$
Direction	18 890	166	297	4	ETP	\$
Serv. de police comm., contr. et autoch.	779 525	9 279	804 657	9 701	(25 132)	(422)
Police générale	218 393	2 126	199 252	2 213	19 141	(87)
Police des drogues	90 301	1 008	89 922	1 074	379	(66)
Police économique	36 223	489	37 818	544	(1 595)	(55)
Services à l'étranger	8 012	58	6 094	66	1 918	(8)
Renseignements criminels	33 079	418	7 592	94	25 487	324
Total partiel	1 184 423	13 544	1 145 632	13 696	38 791	(152)
Moins les recettes	719 935		714 425		5 510	
Dépenses nettes	464 488		431 207		33 281	
Ressources humaines (ETP)		13 544		13 696		(152)

Explication de la différence : Les besoins financiers pour 1994-1995 étaient de 33,3 millions de dollars (7,7 p. 100) supérieurs au budget principal. Voici les principaux facteurs qui ont contribué à cette hausse :

en millions de dollars

- nouvelles ressources pour des initiatives du gouvernement, telles que l'application des lois sur les douanes
- rajustement des traitements, pensions et salaires
- réaffectation de ressources en vertu des budgets de fonctionnement
- revenus de contrats et autres coûts d'exploitation

NOTA :

- Les dépenses réelles comme celles qui sont attribuées aux suspensions et aux congés de maladie, de maternité, de paternité et d'adoption sont imputées à la Direction.

Sommaire des ressources

Le total des dépenses pour l'activité de la Police opérationnelle représente environ 62,2 p. 100 des dépenses totales brutes de 1996-1997 et 66,6 p. 100 des équivalents de temps plein.

Tableau 8 : Sommaire des ressources de l'activité

(en milliers de dollars)		Budget	Dépenses prévues	Dépenses réelles
		1996-1997	1995-1996	1994-1995
		\$	ETP	\$
Direction		286	4	30 908
Serv. de police comm., contr. et autoch.		809 136	9 611	783 896
Police générale		213 275	1 978	245 657
Police des drogues		93 579	1 073	91 896
Police économique		37 926	535	36 795
Services à l'étranger		4 985	55	8 583
Renseignements criminels		37 086	511	30 893
Total partiel		1 196 273	13 767	1 228 628
Moins les recettes		721 219		710 295
Dépenses nettes		475 054		518 333
Ressources humaines (ETP)		13 767		13 391
				13 544

Explication de la différence : Les besoins financiers pour 1996-1997 sont de 43,3 millions de dollars (8,3 p. 100) inférieurs aux prévisions des dépenses pour 1995-1996. Cette baisse est surtout attribuable aux facteurs suivants :

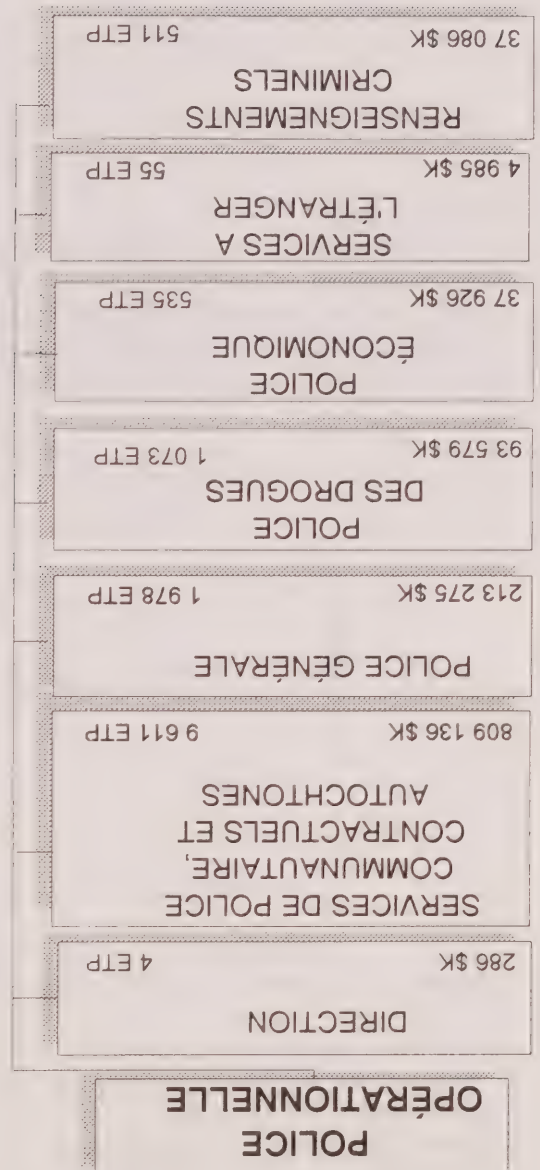
en millions de dollars

- réaffectation des ressources en vertu du budget de fonctionnement (26,4)
 - revenus de contrats et autres coûts d'exploitation (10,9)
 - rajustements découlant des compressions budgétaires (5,7)
- NOTA :
- Les dépenses prévues comme celles qui sont attribuées aux suspensions et aux congés de maladie, de maternité, de paternité et d'adoption sont imputées à la Direction.

Section II

Analyse par activité

A. Police opérationnelle



Objectif

Appliquer la loi et prévenir le crime pour maintenir la paix, l'ordre et la sécurité.

Description

La Police opérationnelle englobe une vaste gamme de programmes d'application de la loi conçus pour répondre aux besoins des gouvernements fédéral et provinciaux ainsi qu'à ceux des municipalités. Elle prête assistance aux services de police reconnus de même qu'à la population en général. Les programmes sont variés et touchent tous les aspects de l'exécution de la loi aux niveaux local, national et international. Les stratégies, les politiques et les plans qui sont rédigés et mis en œuvre servent de lignes directrices pour la prestation des services. La Police opérationnelle constitue le centre national de coordination et d'évaluation de la police criminelle et de la cueillette de renseignements connexes.



Le taux d'affaires classées de la GRC pour les infractions au Code criminel est demeuré pratiquement inchangé pendant la période de cinq ans s'échelonnant de 1991 à 1995. Il est plus élevé dans le cas des crimes de violence, aussi appelés crimes contre la personne, pour deux grandes raisons : on éprouve moins de mal à résoudre ce genre de crimes à cause des preuves généralement plus abondantes dont on dispose et on insiste pour y accorder une plus grande attention parce qu'ils sont plus troublants. En 1995, les taux d'affaires classées pour les diverses catégories d'infractions au Code criminel étaient les suivants :

Crimes de violence (crimes contre la personne) :	76,9 p. 100
Crimes contre les biens :	26,5 p. 100
«Autres» infractions au Code criminel :	46,4 p. 100
Total des infractions au Code criminel :	40,3 p. 100



Source : Système de rapports statistiques sur les opérations de la GRC.

3

Les données sur les affaires classées pour les services de police nationaux sont recueillies par le Centre canadien de la statistique juridique au moyen de la Déclaration uniforme de la criminalité (DUC). D'après ces données, le taux d'affaires classées pour tous les corps de police réunis (sauf la GRC) s'élevait à 38,1 en 1994. Si on ajoute les statistiques de la GRC, ce taux grimpe à 41,6. À 50,5 p. cent, le taux d'affaires classées de la GRC est légèrement supérieur à la moyenne canadienne.

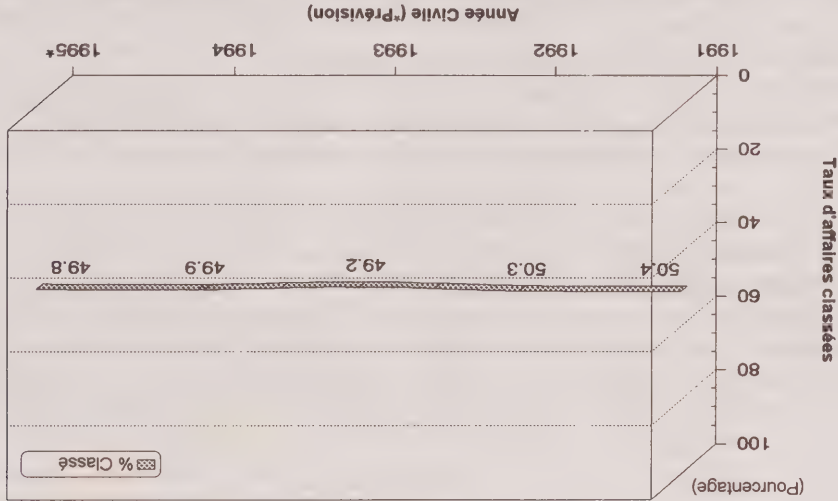


Tableau 7 : Taux nationaux d'affaires classées (à l'exception des infractions reliées à la circulation), de 1991 à 1995

Comme le démontre le Tableau 7, le taux national d'affaires classées par la GRC³ s'est maintenu autour de 50 p. 100 de 1991 à 1995. (On a inclus dans le calcul de ce taux les enquêtes relatives à des infractions au Code criminel, aux lois fédérales et provinciales ainsi qu'aux règlements municipaux, en omettant les infractions reliées à la circulation.)

- aide fournie à 73 pays étrangers;
- plus de 79 000 présentations sur la criminalité faites en 1994;
- participation à 493 opérations de recherche et de sauvetage sur terre et 122 autres sur l'eau en 1994;
- assistance fournie en rapport avec 174 nouvelles affaires d'identité judiciaire et plus de 200 expertises effectuées, principalement des analyses de la morphologie des taches de sang.

Cette catégorie comprend toutes les autres infractions au Code criminel, tels que l'incendie criminel, les dommages matériels, les contrefaçons, le manquement aux conditions de la probation, le harcèlement criminel, etc.

La prévention, les enquêtes et la répression du crime ne sont qu'un aspect du travail policier. Parmi les autres activités de la police, notons l'aide fournie aux autres organismes policiers et gouvernementaux, les fonctions de police de la circulation, (p. ex. l'assistance sur les lieux d'un accident et les contrôles des automobilistes) les opérations de recherche et de sauvetage, le travail communautaire bénévoles et les services spécialisés d'identité et de laboratoires judiciaires. Voici quelques indicateurs de rendement dans ces domaines :

Le nombre d'infractions relatives aux drogues a baissé de moins d'un pour cent. La diminution importante des cas d'ordonnances multiples ou d'obtention de médicaments au moyen de déclarations trompeuses a contribué à cette baisse. Certains pensent cependant que le manque de ressources policières consacrées aux enquêtes en la matière a aussi pu jouer sous ce rapport, même si les efforts déployés par la Division K pour amener médecins et pharmaciens à s'échanger de l'information ont probablement aidé à prévenir les ordonnances multiples. On a aussi constaté une diminution des cas de possession d'héroïne et de haschich, qui a cependant été contrebalancée par une augmentation des cas de culture de marihuana et d'importation de haschich.

Parmi les infractions aux lois fédérales qui ont connu une baisse marquée, notons les infractions à la Loi sur la marine marchande du Canada, la Loi sur les maladies et la protection des animaux, la Loi sur l'assurance-chômage et la Loi de l'impôt sur le revenu. Les infractions liées à la possession et la vente illégales de produits du tabac ont poursuivi leur chute amorcée l'année précédente. La hausse importante du nombre d'infractions reliées à la possession et à la vente illégales d'alcools en 1994 a été suivie d'une correction en 1995. Ces baisses peuvent être attribuées en partie aux efforts de lutte à la contrebande de la GRC, ainsi qu'à la réduction des taxes sur le tabac. La GRC tâche de moins éparpiller ses ressources. Elle s'intéresse surtout aux affaires plus graves susceptibles de mener à la saisie ou la confiscation de biens criminellement acquis et, par conséquent, au démantèlement des groupes de criminels organisés en cause.

Le nombre d'infractions aux lois fédérales signalées à la GRC a fluctué chaque année entre 1991 et 1995. Il a progressé régulièrement de 1991 à 1993, a connu un léger fléchissement en 1994, avant d'atteindre un sommet en 1995. Cette nouvelle pointe enregistrée en 1995 est surtout attribuable à la forte hausse du nombre d'enquêtes sur l'identité des réfugiés menées par la GRC, lesquelles ont nécessité l'apport de modifications à la Loi sur l'immigration en 1995. La Loi exige maintenant que l'on prenne les empreintes digitales de tous les réfugiés de plus de 16 ans, aux fins d'identification. Les empreintes sont ensuite traitées par la GRC pour les besoins des enquêtes relatives à l'identité judiciaire.

Les crimes contre les biens et les « autres »² infractions au Code criminel ont aussi diminué en 1995, en partie à cause de la régression du nombre de vols de plus de 5 000 \$, de dommages matériels de plus de 5 000 \$ et d'infractions se rapportant à la fausse monnaie. Au mois de février 1995, des modifications législatives commandées par le projet de loi C-42, une Loi modifiant le Code criminel, portaient de 1 000 \$ à 5 000 \$ les valeurs limites des biens pour les vols, les méfaits, les fraudes et la possession de biens volés, ce qui laisse maintenant croire à une baisse des infractions de plus de 5 000 \$ et une augmentation des infractions de moins de 5 000 \$.



Source : *Juristat*, «La criminalité et les perceptions du public», vol. 15, n° 1, Centre canadien de la statistique juridique, janvier 1995.

1

Les crimes de violence sont des crimes contre la personne visés au Code criminel, qui englobent les homicides, les voies de fait, les vols qualifiés et les enlèvements. Les consultations des groupes d'intérêt de la communauté, l'étude des statistiques nationales et provinciales sur la criminalité et les sondages internes menés auprès des membres et des gestionnaires de la GRC confirment que les crimes de violence et la criminalité juvénile demeurent une source de préoccupation majeure pour la société. Le nombre de ces crimes a augmenté régulièrement de 1991 à 1993, s'est stabilisé en 1994, pour fléchir quelque peu en 1995. Malgré la diminution du nombre de crimes de violence signalés, la population a l'impression qu'il y a plus de violence qu'avant.¹ Afin d'apaiser les inquiétudes des citoyens, la GRC a fait de la réduction des crimes de violence l'une de ses priorités stratégiques et elle continuera, par ses efforts de police communautaire, à travailler à la réduction des crimes contre la personne visés au Code criminel.

Elle s'intéressera notamment à la nouvelle catégorie de crimes constituée en 1995 suivant l'article 264 du Code criminel, qui porte sur le harcèlement avec et sans menaces. Près de 600 infractions du genre ont été signalées à la GRC jusqu'à présent, et 55 p. 100 d'entre elles ont déjà été classées.

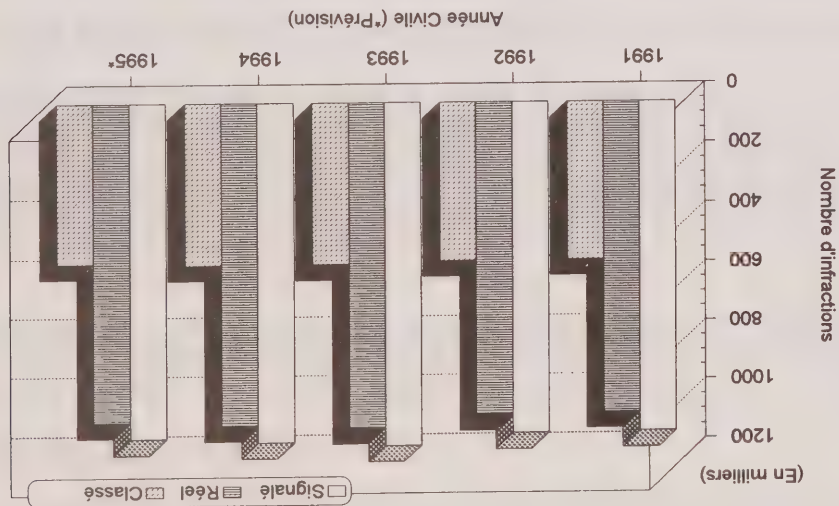


Tableau 6 : Nombre total d'infractions ayant donné lieu à une enquête (à l'exception des infractions reliées à la circulation), de 1991 à 1995

la prise de dispositions transitoires en vertu des ententes tripartites signées avec les Premières Nations, suivant lesquelles la GRC pourrait augmenter graduellement le nombre de ses effectifs autochtones, jusqu'à les doubler, à la demande de ses clients autochtones.

Prestation de services de police

L'analyse suivante effectuée pour démontrer l'efficacité du Programme décrit la prestation des services au niveau national. L'objectif principal de l'organisation est de fournir des services de police économiques et de qualité aux communautés qu'elle sert, en accord avec les principes de police communautaire.

On a toujours mesuré l'efficacité d'un service de police à sa capacité à résoudre les affaires dont il est saisi. L'indice de mesure utilisé dans ce cas est le «taux d'affaires classées», soit le nombre d'affaires classées par rapport au nombre total d'infractions réelles. Cette mesure ne rend cependant pas compte d'une vaste gamme d'activités policières, telles que les relations communautaires, les opérations de recherche et de sauvetage, la prévention du crime et l'éducation. Voici trois définitions qui aideront le lecteur à mieux comprendre les données présentées :

Signalé : Un incident signalé à un service de police par n'importe quelle source et qui peut mener ou non à une enquête criminelle.

Réel : Un incident «signalé» à la suite duquel on a effectué une enquête et déterminé qu'il y avait bel et bien eu infraction ou tentative d'infraction.

Classé : Un incident «réel» qui a été confirmé, dont on connaît l'auteur et sur lequel on a amassé suffisamment de preuves pour déposer une accusation. Cela comprend tout incident classé par voie de mise en accusation ou autrement.

Le Tableau 6 montre qu'il y a eu une augmentation du nombre total d'infractions (sauf celles reliées à la circulation) de 1991 à 1993, suivie d'une légère baisse en 1994 et 1995. Ce changement est attribuable à une diminution des infractions au Code criminel, aux lois provinciales et aux ordonnances territoriales. On a cependant constaté une hausse modérée du nombre d'infractions aux lois fédérales et aux règlements municipaux. On examinera plus en détail dans les paragraphes suivants quelques-unes des catégories d'infractions qui ont contribué à ces tendances.



- l'imposition de frais pour l'utilisation des installations de vidéoconférence de la GRC;
- la création d'associations en vue d'un partage des coûts liés aux améliorations importantes apportées à l'ensemble informatique du Centre d'information de la police canadienne (CIPC);
- le recrutement de partenaires pour le financement de 50 p. 100 des dépenses du Collège canadien de police;
- la conversion du Collège canadien de police en organisme de service spécial.
- Les Services de police à contrat de la GRC permettent au gouvernement fédéral de remplir de façon rentable ses obligations constitutionnelles de bon gouvernement et de maintien de la paix et de l'ordre. Ils aident aussi à contourner les difficultés liées aux chevauchements et rapports de réciprocité dans les tâches de police fédérales et provinciales, notamment en ce qui a trait au crime organisé, qui présente un caractère multijuridictionnel. Les Services de police à contrat assurent également une qualité uniforme de services de police dans tout le Canada et une source de services de police fédérale économiques. Ils représentent enfin un moyen rapide et relativement peu coûteux de mobiliser des ressources en cas d'urgence ou d'événement majeur et offrent la possibilité de promouvoir les politiques et les programmes fédéraux, notamment en ce qui concerne le bilinguisme, l'équité en matière d'emploi, l'unité nationale et la *sécurité des foyers et des collectivités*. Leur grand défi sera de contenir et de réduire les coûts de la police contractuelle. Dans le but de rester le service d'élite qu'elle a toujours été, la GRC étudie et adopte de nouvelles mesures, dont les suivantes :
- la mise en oeuvre de prototypes de modèles de police conçus par elle pour le Nouveau-Brunswick, la Saskatchewan et les Territoires du Nord-Ouest;
- l'élaboration de plans d'action pour la régionalisation de ses services de police;
- l'exécution de mesures de renouvellement organisationnel, dont la rationalisation et le remaniement de l'organisation pour s'assurer que les ressources se concentrent sur la prestation de services plutôt que sur la supervision et l'administration;
- le partage de services communs entre les divisions;
- la gestion du risque;
- l'introduction de la méthode de réponse différentielle (qui prend en considération le fait que les appels reçus par la police ne nécessitent pas tous l'intervention des patrouilleurs);
- l'application de la technologie de l'information pour établir un lien électronique entre tous les détachements et réduire ainsi la paperasserie;
- la rédaction de normes minimales de service;
- la participation, avec le Solliciteur général du Canada, à l'élaboration d'une stratégie nationale pour l'étude quinquennale de 1997 des ententes de police à contrat; et

E. Efficacité du Programme

Accession à des services de police efficaces

La GRC est un organisme de police offrant quatre grandes catégories de services :

- police fédérale,
- police nationale,
- police à contrat (provinciale et municipale),
- missions de maintien de la paix des Nations Unies.

La Gestion générale et les Ressources humaines fournissent le soutien opérationnel et administratif à ces catégories ou gammes de services. Les programmes n'offrant pas de services opérationnels ou de soutien opérationnel sont considérés comme faisant partie de l'administration. Une partie des coûts de ces programmes sont recouvrés en vertu d'ententes de services de police. La GRC s'est donné comme priorité au cours des dernières années de réduire ses frais administratifs et elle a pris pour cela des mesures très fermes. En 1995-1996, elle a réalisé des économies de 34 millions de dollars, dont soixante pour cent provenaient de réductions dans l'administration. Ces réductions découlaient de différentes stratégies qu'on avait décidé d'adopter, dont le renouvellement organisationnel, l'élimination de postes, le rajustement des effectifs, l'introduction de la police communautaire et la décentralisation des pouvoirs, qui rendait les membres directement responsables des budgets et de la prise de décisions. La tendance de plus en plus marquée à confier plus de pouvoirs décisionnels aux membres et la conversion des postes policiers en postes civils contribuent aux économies substantielles qui sont réalisées au chapitre des coûts en ressources humaines, tout en garantissant à l'organisation le mélange de compétences nécessaires à tous les niveaux pour la prestation des services de police essentiels.

Il est évident que la GRC a besoin d'une plus grande souplesse de gestion pour pouvoir relever les défis de demain et solutionner les problèmes auxquels elle doit faire face. C'est pourquoi elle recherche un nouveau lien de responsabilité avec le Conseil du Trésor. Le modèle de responsabilité générale proposé comprend les éléments suivants : une délégation accrue de pouvoirs financiers, des pouvoirs administratifs supplémentaires et le statut d'employeur distinct.

Les compressions budgétaires continuent d'agir sur les programmes gouvernementaux et entraînent l'élimination ou la réduction des services non essentiels. La GRC est bien décidée à demeurer le corps de police de prédilection en offrant des services de base à des prix compétitifs et en mettant l'accent sur le service à la clientèle. Afin de satisfaire aux nouvelles demandes, elle se voit contrainte de trouver d'autres sources de financement, telles que des associations et des entreprises conjointes, ainsi que d'autres possibilités de recouvrement ou de partage des coûts. La création récente de la Fondation de la police montée, un organisme indépendant qui s'occupe de recueillir des fonds pour financer certaines activités de la GRC, est un exemple des mesures innovatrices fructueuses qui ont été prises pour générer des fonds supplémentaires. Voici d'autres initiatives actuellement à l'étude :

le recouvrement des coûts de la formation offerte aux autres ministères et services ayant des responsabilités en matière d'application de la loi;



Mise en oeuvre de mesures de recouvrement des coûts (initiative définie en 1993-1994): En juin 1993, la GRC s'est mise à imposer des frais pour les vérifications du casier judiciaire et la prise d'empreintes digitales à des fins civiles, ainsi que pour l'utilisation de ses services de laboratoire à des fins non judiciaires. En 1994, elle a commencé à exiger des frais pour la formation au Collège canadien de police, les licences pour le matériel d'écoute et l'information sur les fraudes en valeurs mobilières. Ce fut au tour de la Commission nationale des libérations conditionnelles d'imposer en 1995, en consultation avec la GRC, des frais pour les libérations conditionnelles. La GRC cherche maintenant à obtenir, avec l'aide du ministère de la Justice, l'autorisation de percevoir des frais pour l'enregistrement des armes à feu.

Étude de la politique concernant les mutations (initiative définie en 1993-1994) : Un modèle de gestion des carrières est à l'essai à la Division F (Saskatchewan). Il réunit les fonctions d'entrevue et de planification de la carrière dans un seul et même poste, celui de gestionnaire de carrières. Le gestionnaire de carrières et l'employé travaillent ensemble à trouver un emploi correspondant aux préférences exprimées par ce dernier.

Étude du programme de conversion des postes policiers en postes civils (initiative définie en 1993-1994) : La politique révisée en matière d'avancement est appliquée aux membres civils afin de pouvoir faire usage de méthodes normalisées, telles que les entrevues structurées. On mène actuellement un sondage parmi les membres civils dans le but de connaître leurs préoccupations. Les membres civils nouvellement engagés recevront une orientation sur les politiques et les pratiques en vigueur à la GRC. On est en train de réviser les méthodes de recrutement des membres civils pour les rendre conformes à celles qui sont employées avec les membres réguliers.

Dans le cadre du processus de renouvellement organisationnel, on a transformé au total 45 postes de membres réguliers en postes d'employés de la fonction publique entre juillet 1994 et juillet 1995. La GRC poursuit ses efforts de conversion des postes policiers en postes civils, afin de rationaliser son organisation.

Autres initiatives définies précédemment

Les initiatives énumérées ci-après ont été définies dans des plans de dépenses antérieurs. On en fait état dans l'Analyse par activité puisqu'elles ont été intégrées aux opérations régulières ou qu'elles font maintenant partie d'un processus en cours.

- Contrebande de tabac (initiative définie en 1994-1995), voir la page 58.
- Programme des cadets (initiative définie en 1994-1994), voir la page 143.
- Programme de valorisation des cadets autochtones (PPCA), voir la page 47.
- Téléapprentissage (initiative définie en 1994-1995), voir la page 149.
- Mise au point du Système intégré de répartition de l'information (CIIDS) (initiative définie en 1993-1994), voir la page 105.
- Renouvellement organisationnel (initiative définie en 1993-1994, maintenant sous Projet Renouveau), voir la page 29.

Transformation de la gestion des ressources humaines (initiative définie en 1995-1996) : Les directions responsables des ressources humaines de la GRC continuent de suivre le plan stratégique à l'appui de la police communautaire et du renouvellement de la fusion récente des centres de décision (directions) du Personnel et du Personnel de la fonction publique de la GRC, à la Direction générale, devrait entraîner des économies, en plus d'une augmentation de l'efficacité et de l'efficacité des politiques en matière de personnel. Des plans sont déjà en cours pour l'examen de la fonction de soutien administratif, afin d'éliminer tout doublement des tâches et des services dans ce domaine. Le Système de gestion des ressources humaines Peoplesoft devrait être complètement installé d'ici 1997-1998. Un plan de classification d'emplois individuels viendra remplacer le plan existant pour tous les membres de la GRC. Il permettra une meilleure délégation de pouvoirs et encouragera une distribution innovatrice des ressources. Il constituera en outre le fondement d'un système de rémunération à la fois concurrentiel par rapport à l'extérieur et équitable à l'intérieur de l'organisation. Il fournira enfin plus de souplesse et des pouvoirs accrus aux divisions et aux gestionnaires, garantissant ainsi la prestation de services plus directs et plus efficaces au niveau local et n'entraînera pas de coûts.

Introduction d'une nouvelle technologie de l'information (initiative définie en 1995-1996) : La GRC s'efforce de maintenir sa réputation de chef de file dans la communauté policière pour ce qui a trait aux systèmes et techniques de gestion de l'information, et ce grâce à des projets tels que ceux portant sur la gestion des dossiers électroniques (PC-DOCS) et le système de gestion des renseignements consignés (RIMS). Le PC-DOCS et le RIMS servent tous deux à automatiser les dossiers papier séquentiels, opérationnels et administratifs de la GRC à partir de n'importe quel poste de travail de la GRC ayant accès à ces dossiers. Le RIMS est déjà utilisé dans six divisions tandis que le PC-DOCS est à l'essai dans l'Île-du-Prince-Édouard ainsi que dans les Services nationaux de police et les Services à l'étranger. Le coût approximatif de ces projets est de 1,5 million de dollars. On pense que les avantages de l'automatisation auront réussi à compenser ce coût d'ici deux ans.

La GRC conçoit régulièrement des cours de formation assistée par ordinateur, par exemple sur WordPerfect et Windows. Ces cours sont très rentables et facilement accessibles dans les deux langues officielles, 24 heures sur 24, à partir de n'importe quel poste de travail relié au système de bureautique de la GRC (ROSS), le réseau informatique interne de la Gendarmerie.

Étude de modèles de police (initiative définie en 1994-1995) : Ce projet vise à concevoir des modèles de police plus rentables pour la Division F de la GRC (Saskatchewan) et le gouvernement de la Saskatchewan. Voici deux des options envisagées : le réaménagement de la structure administrative de la division, d'où seraient exclues les sous-divisions, et la réduction du nombre de sous-divisions. On s'attend à ce que la haute direction de la division prenne une décision à ce sujet, en consultation avec le gouvernement provincial.



Nouvelle responsabilité générale (initiative définie en 1995-1996) : Il est devenu évident, après l'examen approfondi des systèmes de gestion, que la GRC avait besoin d'une plus grande souplesse de gestion pour pouvoir relever les défis qui l'attendent et respecter la priorité qu'elle s'est donnée, soit la *sécurité des foyers et des collectivités*. Elle étudie pour cela la possibilité d'entretenir un nouveau lien de responsabilité avec le Conseil du Trésor, qui engloberait ce qui suit :

· une délégation accrue de pouvoirs financiers;

· des pouvoirs administratifs supplémentaires; et

· le statut d'employeur distinct.

La GRC est aussi en train de former un conseil de la paye qui aura pour mandat de fixer les taux de rémunération et les avantages sociaux des membres de la GRC. Un nouveau concept en matière de relations de travail, le Conseil de la paye comprendra des représentants de la direction, des représentants divisionnaires des relations fonctionnelles et des spécialistes de la rémunération et des relations de travail.

La GRC procédera en 1996 à de nombreuses consultations internes sur la question. L'équipe de mise en oeuvre et des gestionnaires supérieurs se rendront dans toutes les divisions pour y tenir des séances d'information à l'intention des employés. La GRC a déjà consulté des ministères qui détiennent le statut d'employeur distinct, afin de profiter de leur expérience.

Préservation et valorisation de l'image de marque de la GRC (initiative définie en 1995-1996) : Le Programme de concession de licences pour l'exploitation de l'image de la GRC a été lancé officiellement en janvier 1995 et il est entré en vigueur le 1^{er} avril de la même année. Ce programme a pour but de protéger l'image de marque de la GRC et d'en contrôler l'utilisation par des entreprises commerciales. Il a été conçu avec l'aide d'un organisme bénévole du secteur privé incorporé sous le nom de Fondation de la police montée (FPM). Conformément à son mandat, défini dans l'entente principale conclue avec la GRC, la FPM a confié la gestion du Programme de concession de licences à la société Walt Disney du Canada Ltée, qui, en sa qualité d'agent de la FPM, constituera et administrera une base de détenteurs de licences pour le programme. Les redevances payées à la Fondation et générées par le programme, serviront à financer des initiatives de police communautaire, de prévention du crime et de relations publiques de la GRC un peu partout au Canada.

Carrousel (initiative définie en 1995-1996) : Le Programme national de patronage vise à obtenir l'appui du secteur privé pour les programmes de relations sociopolicières, de relations publiques, de prévention du crime et d'aide aux victimes de la GRC. Une importante société canadienne a été présentée comme la principale commanditaire nationale du Carrousel le 1^{er} juillet 1995. On s'attend à recevoir d'elles une somme de 750 000 \$ sur trois ans pour le financement des tournées du Carrousel et de certaines initiatives de police communautaire. Le Programme de patronage essaie de solliciter des contributions semblables de la part de quatre grands commanditaires nationaux.

Programme de remplacement des armes à feu (initiative définie en 1995-1996) : Au cours de la dernière année, l'armurier principal de la GRC a procédé à une évaluation détaillée du pistolet de 9 mm afin de déterminer si cette arme répondrait mieux aux besoins des membres de la GRC. Ses constatations ont été incorporées par la suite dans des descriptions d'achat et un énoncé des besoins en matière de pistolets réguliers et compacts. Les deux principaux critères d'évaluation des offres étaient les suivants : le prix et la capacité de satisfaire aux exigences techniques.

Les modèles régulier et compact de Smith & Wesson se sont avérés les plus conformes aux descriptions d'achat et à l'énoncé des besoins. En juin 1995, la société Smith & Wesson se voyait octroyer un contrat de 9,8 millions de dollars l'engageant à fournir à la GRC 14 700 pistolets réguliers et 2 500 pistolets compacts. La première livraison a eu lieu en juillet 1995 et la dernière devrait se faire au plus tard en juin 1996. Les 400 premiers pistolets reçus ont servi à former les instructeurs de tir dans les différentes divisions, qui auront la tâche de former à leur tour les membres oeuvrant sur le terrain. Les divisions devraient avoir reçu tous les nouveaux pistolets d'ici l'automne 1996. La formation de tout le personnel se poursuivra cependant au cours des deux prochaines années.

Le programme de remplacement des armes à feu avait pour but de solutionner de graves problèmes de santé et de sécurité liés à l'usage du revolver à six coups traditionnel de calibre .38, qui est prédisposé aux décharges accidentelles, a des munitions limitées et est très difficile à recharger rapidement.

Projet Renouveau (initiative définie en 1995-1996) : L'équipe du Projet Renouveau poursuit son mandat de deux ans. Elle doit s'assurer que tous les changements organisationnels sont conformes au processus de renouvellement et à l'orientation stratégique de la GRC, en tenant compte des besoins individuels et collectifs des employés et de l'organisation. L'équipe continue de promouvoir une communication efficace à tous les niveaux concernant les mesures de renouvellement et à suivre un plan détaillé pour l'exécution des compressions budgétaires nécessaires au cours des prochains exercices, jusqu'en 1998-1999.

Au printemps 1995, l'équipe du Projet Renouveau a entrepris une étude des politiques et méthodes de l'organisation en vue de réduire ou d'éliminer les politiques périmées ou celles qui sont contraires à la nouvelle orientation prise par la Gendarmerie. On pense que cette mesure va favoriser une plus grande liberté d'action et une responsabilité accrue au niveau opérationnel. L'étude des politiques devrait être terminée d'ici deux ans.

Examen des programmes (initiative définie en 1995-1996) : L'examen des programmes entrepris par la GRC en 1994 a permis de déterminer un certain nombre de possibilités de partage et de recouvrement des coûts, ainsi que des moyens d'accroître l'efficacité. La GRC tente actuellement de définir des stratégies communes avec ses partenaires et divers intervenants dans les domaines suivants : police criminelle, sécurité des aéroports, Collège canadien de police et Services nationaux de police.



Perspective d'un rôle de police fédérale unifiée (initiative définie en 1995-1996) :

L'application des lois criminelles exige le statut d'agent de la paix, une formation professionnelle, une responsabilité vérifiable et un contrôle externe. Dans certains cas, des services fédéraux non policiers ont assumé des fonctions essentiellement policières, entraînant des chevauchements et des doublonnements. Le Budget fédéral de 1995 chargeait la GRC d'étudier, avec le Conseil du Trésor, le Bureau du Conseil privé, le Solliciteur général du Canada et d'autres ministères fédéraux, la possibilité de confier à la Gendarmerie toutes les fonctions d'application des lois criminelles fédérales, afin d'éliminer toute redondance. Les trois premiers ministères visés par cette étude sont : Revenu Canada (Douanes), Citoyenneté et Immigration Canada (Parcs Canada). La centralisation à la GRC des pouvoirs d'application des lois criminelles fédérales présenterait les avantages suivants :

- enquêtes plus courtes, moins coûteuses et plus efficaces permettant au gouvernement de faire des économies;
- meilleure connaissance et meilleur contrôle des sommes consacrées à l'application des lois criminelles;
- possibilité pour la GRC et d'autres ministères fédéraux d'établir des priorités, de planifier et de mettre en oeuvre des stratégies d'application de la loi à l'échelle du gouvernement.

La GRC examine aussi toute la question de l'exécution des programmes de police communautaire fédéraux, afin de s'assurer que ses méthodes d'organisation, de dotation en personnel, de formation, de communication et de consultation sont bien adaptées à la prestation des services nécessaires.

Étude sur le Nunavut et les Territoires du Nord-Ouest (initiative définie en 1995-1996) :

La création imminente du Nunavut en 1999 force la GRC à élaborer un modèle de prestation de services policiers pour ce nouveau territoire autochtone dans l'est de l'Arctique. L'étude a pour but de déterminer le meilleur moyen d'offrir des services de police économiques et adaptés à la culture autochtone et aux besoins de la population des Territoires du Nord-Ouest et du Nunavut. On a déjà consulté des membres de certaines communautés et des employés de la GRC dans ces territoires. Les recommandations découlant de ces consultations ont été présentées au comité consultatif du projet sur le Nunavut et les Territoires du Nord-Ouest en août et octobre 1995. Elles portaient entre autres sur la police communautaire, le recrutement, la formation et la dotation en personnel. La GRC a la ferme intention d'en tenir compte dans l'élaboration des modèles de prestation de services de police à la population vivant dans cette partie du pays. Le commandant de la Division G est en train de préparer des plans d'action incorporant ces recommandations. Les discussions se poursuivent avec le gouvernement des Territoires du Nord-Ouest et la commission chargée de la mise en place du Nunavut à propos des ententes pour la prestation de services de police dans les Territoires du Nord-Ouest et le Nunavut.

Sommet économique du G-7 : La GRC était chargée de la sécurité au Sommet économique du G-7 tenu à Halifax (Nouvelle-Écosse) en juin 1995, auquel assistaient les dirigeants des sept pays les plus industrialisés, le président de l'Union européenne, le président de la Fédération russe et les ministres des Finances et des Affaires extérieures des pays représentés. La GRC a dû mobiliser pour l'occasion près de 2 200 membres, dont les fonctions se résument essentiellement à ceci : attribution des cotes de sécurité, renseignement, fonctions de garde sur les lieux de la conférence, transport, accréditation et services de soutien spécialisés. Le projet a coûté au total environ 7,4 millions de dollars.

Mission de paix des Nations Unies en Haïti : La résolution 940 des Nations Unies renforçait les résolutions précédentes sur la situation en Haïti et autorisait l'envoi sur place d'une force multinationale chargée de faciliter le départ des gouverneurs militaires, le retour du président démocratiquement élu et le rétablissement des autorités légitimes. Après une première mission dans ce pays des Antilles, le cabinet canadien a appuyé l'envoi d'un contingent de cent membres de la GRC ayant le double rôle de surveillants de la police civile et d'instructeurs, afin d'aider à rétablir l'autorité de la police civile en Haïti. Il y a actuellement 96 policiers canadiens, dont 81 membres de la GRC et 15 membres de divers services de police municipaux, qui participent à cette initiative.

3. Mise à jour sur les initiatives déjà en cours

Réduction des crimes de violence (initiative définie en 1995-1996) : La GRC continue de participer à divers groupes de travail pluriorganismes qui s'intéressent à la violence dans la société, plus particulièrement aux comportements criminels et antisociaux, à la violence conjugale, à l'exploitation physique et sexuelle des enfants et au manque de soins et à l'exploitation des personnes âgées ou handicapées. Elle a elle-même conçu un programme complet d'éducation et de sensibilisation qui traite de différentes questions concernant l'exploitation des enfants. La Sous-direction de la prévention criminelle a produit une série de vidéos intéressantes et instructives intitulées *Enfants prudents, La violence et les jeunes - les faits et La violence faites aux femmes : rompre le silence*. Des systèmes de justice alternative ont vu le jour dans certaines divisions de la GRC dans le cadre d'un projet pilote de résolution des problèmes de la communauté. On veut ainsi développer et mettre en pratique des aptitudes à la médiation afin de résoudre les incidents violents survenus dans la communauté, et aussi examiner et appliquer certains principes à la résolution d'incidents en dehors du système de justice pénale.

La GRC entreprendra un certain nombre de projets d'intervention communautaire axés sur les problèmes, cela dans le but d'apprendre à la police et à la communauté à régler ensemble des questions d'intérêt commun. On a presque terminé la mise sur pied du Comité consultatif du Commissaire sur les jeunes, qui offrira à la jeunesse canadienne une tribune où elle pourra exprimer ses idées et ses opinions concernant les problèmes qu'elle doit affronter. La GRC tiendra compte des commentaires faits par le Comité dans ses programmes de prévention de la criminalité juvénile.



Plan d'activités : En raison de l'introduction du nouveau système de gestion des dépenses du gouvernement, la GRC a préparé son premier plan d'activités, lequel intègre les fonctions de planification et des finances et insiste sur la prestation des services et la responsabilité pour les résultats obtenus. Ce plan, déposé en avril 1995, faisait état de nouvelles questions et initiatives policières, ainsi que des stratégies nécessaires pour les mener à bien, pendant la période de trois ans s'échelonnant de 1995-1996 à 1997-1998. Les divisions et directions de la GRC ayant des programmes coûteux séparés doivent dresser leurs propres plans d'activités.

Qualité du service : Le projet du Conseil du Trésor concernant la qualité du service a été mis en oeuvre dans le but de s'assurer que les services offerts par le gouvernement sont appropriés, accessibles et abordables, et qu'ils répondent aux vrais besoins. La qualité du service est un concept de gestion axé sur l'innovation et la satisfaction de la clientèle qui concorde avec les principes de police communautaire, lesquels visent à améliorer la qualité des services de police dans la communauté. Les normes de service de la GRC, approuvées le 24 mai 1994 par l'Etat-major supérieur de la GRC, ont été élaborées après consultation de la population. Au cours de l'année qui vient, on mettra l'accent sur la communication des principes inhérents à la qualité du service et sur les rapports existant entre celle-ci et la police communautaire. Entre autres choses, on enverra des brochures d'information aux gestionnaires et aux employés, on fera paraître des articles dans les publications de la GRC et on offrira de l'information en direct sur Internet.

Afin de s'assurer de l'utilité et de la pertinence d'un tel modèle de police au Nouveau-Brunswick, on a lancé un projet pilote en septembre 1994 dans la péninsule acadienne. En janvier 1995, un rapport d'évaluation confirmait la rentabilité et l'efficacité de la police de district, qui avait pour effet d'accroître la présence policière dans la communauté et les efforts de prévention. Un plan stratégique a été proposé pour l'implantation systématique de la police de district dans toute la province d'ici le 31 mars 1997. La communauté policière nationale, dans sa quête perpétuelle de systèmes de prestation de services plus rentables, suit de très près l'évolution de ce projet.

l'introduction de nouveaux systèmes de bureau capable d'assurer des communications électroniques entre les détachements d'un même district;

le regroupement du personnel de soutien des divers détachements du district au sein d'un groupe de soutien unique devant veiller à l'exploitation des systèmes centralisés de transmissions électroniques et de répartition des appels, ainsi qu'à l'exécution de toutes les autres fonctions administratives au centre de commandement du district.

Systèmes perfectionnés d'information policière : La GRC s'emploie à développer une nouvelle technologie de l'information afin de perfectionner et de mettre en valeur ses systèmes d'information policière. Elle tente notamment de mettre sur pied un réseau national de transmissions vocales, vidéo et numériques. Cette «autoroute» électronique est nécessaire afin de payer la voie à d'autres perfectionnements technologiques requis pour le Centre d'information de la police canadienne et le nouveau Registre national des armes à feu. Autre progrès réalisé: la constitution d'un fichier automatisé des dossiers criminels et sa conversion sur disques magnétiques. Cela fournira à la GRC le système auxiliaire qui lui fait défaut à l'heure actuelle.

Loi concernant l'analyse de l'ADN : Le projet de loi C-104, une loi modifiant le Code criminel a été promulguée en juillet 1995. Ces nouvelles dispositions législatives prévoient la collecte d'échantillons d'ADN au moyen d'un mandat autorisant la police à prélever des échantillons biologiques sur un suspect au cours d'une enquête criminelle. La GRC a assumé les coûts initiaux reliés aux modifications apportées au Code criminel, soit environ 4,5 millions de dollars, à l'aide de ses sources d'autofinancement.

Etude quinquennale des ententes de police à contrat : On procédera en 1997 à une étude de la base des coûts des ententes de police de vingt ans signées par la GRC avec des provinces, territoires et municipalités en 1992. Un a été formé à la GRC afin de dégager les questions pertinentes, d'analyser leurs implications et de conseiller la haute direction de la GRC et le ministre du Solliciteur général sur les options dont ils devraient discuter avec leurs associés à l'occasion de l'étude quinquennale. Les options en question devront prendre en considération les intérêts et les activités de la GRC dans son rôle de service de police contractuelle, ainsi que les compressions financières imposées par tous les ordres de gouvernement. Une présentation au Conseil du Trésor exposant ces options constituera, si elle est acceptée, la position du gouvernement fédéral dans cette étude.

Système de gestion du rendement : La GRC est en train de mettre au point un nouveau système de gestion du rendement fondé sur les analyses d'emplois et adapté aux tâches exécutées dans les différents secteurs de la GRC. Ce système vise à assurer une gestion stratégique du rendement des membres de la GRC et à fournir à ceux-ci une meilleure orientation en ce qui a trait à la police communautaire et aux autres initiatives stratégiques de la GRC. Des projets pilotes seront menés à terme dans les divisions K (Alberta) et J (Nouveau-Brunswick).

Police de district : La Division O (Ontario) est à introduire la police de district, concept qui pourrait être appliqué dans les divisions non-contractuelles. Le concept de police de district est également utilisé dans les divisions contractuelles tel qu'au Nouveau-Brunswick (Division J). La province a été divisée en dix districts d'après les particularités démographiques locales. Le modèle de police de district est une structure organisationnelle qui regroupe les détachements en district afin d'accroître l'efficacité et l'efficience des services de police provinciale à contrat. Cette nouvelle structure a pour but de réduire les tâches administratives du personnel opérationnel, dont les chefs de détachement et leurs sous-officiers supérieurs, pour qu'il consacre le plus de temps possible au travail de police sur le terrain. La centralisation des fonctions administratives a été réalisée grâce à ces deux mesures :



Collège canadien de police : La GRC a amorcé l'examen et le renouvellement organisationnel du Collège canadien de police. Dans le cadre de ce projet, elle cherchera à créer une structure hiérarchique appropriée au sein de la communauté policière nationale et internationale. Un énoncé de mission, des valeurs et des objectifs stratégiques ont été définis. L'un de ces objectifs consiste à examiner les diverses options pour la prestation de services et à recommander une structure hiérarchique appropriée afin d'accroître l'efficacité des services. Comme il y a d'autres écoles de police au Canada, le Collège se donnera pour défi de conserver son rôle et sa clientèle tout en allant chercher plus de recettes.

Examen des politiques des Services nationaux de police : La GRC, en collaboration avec le Soliciteur général du Canada, a commencé l'examen des Services nationaux de police en vue de trouver des moyens d'améliorer le service à la clientèle et de déterminer les besoins et les possibilités d'associations avec partage des frais. Les services à l'étude sont le Service canadien de renseignements criminels (SCRC), le Collège canadien de police, le Fichier des empreintes digitales et des dossiers criminels, le Centre d'information de la police canadienne (CIPC), le Service des laboratoires judiciaires et la Section des chèques frauduleux. On pense parvenir ainsi à rentabiliser davantage les services et à resserrer les liens entre les gouvernements fédéral et provinciaux en appuyant et en aiguillant ces services utilisés par tous les corps de police pour réprimer les crimes graves et combattre le crime organisé, multijuridictionnel et transnational. L'examen se poursuit et il comprend une interaction soutenue avec des gestionnaires de programme, des employés, des services de police, des ministères fédéraux et des gouvernements provinciaux.

2. Initiatives

Le développement d'une technologie de l'information interactive à architecture reconfigurable va probablement rendre l'organisation plus ouverte et plus interactive et lui donner une plus grande souplesse aux niveaux de la gestion et des opérations. La mise au point de systèmes intégrés de renseignements judiciaires par les provinces est aussi de nature à accroître l'interactivité entre les systèmes. Ces progrès pourraient transformer le rôle du gouvernement fédéral et de la GRC pour ce qui a trait à la communication d'information aux autres services de police et faire du premier un partenaire plutôt qu'un fournisseur principal de services de renseignements policiers. Peut-être qu'on aurait ainsi un bien meilleur système national de renseignements criminels. La refonte des procédés administratifs et toutes les mesures prises pour permettre aux membres opérationnels de mieux accomplir leur travail pourraient contribuer aux économies. La GRC a donc tout avantage à investir dans la technologie de l'information.

Le taux de naissance élevé dans les communautés autochtones depuis les deux dernières décennies explique la présence dans ces communautés de nombreux éléments qui traversent la période turbulente de l'adolescence. On a déjà constaté chez ceux-ci des signes de rébellion contre l'autorité traditionnelle des Anciens et la loi en général. Compte tenu des revendications territoriales et des autres griefs qui n'ont pas encore été réglés, on pourrait s'attendre à d'autres troubles dans les communautés autochtones au cours des prochaines années, tout dépendant des réactions du gouvernement.

D. Perspective de planification

1. Facteurs externes qui influent sur le Programme

Les stratégies de réduction du déficit mises de l'avant par les différents ordres de gouvernement au Canada constituent l'élément dominant parmi tous les facteurs mentionnés en objet. Puisque la GRC offre des services de police aux niveaux fédéral, provincial, territorial et municipal, elle est touchée par les plans de réduction des dépenses adoptés à chacun de ces niveaux. Bien que certains besoins de réduction puissent converger, les priorités de chaque gouvernement au moment de sabrer dans les dépenses sont généralement différentes, ce qui oblige la GRC à apporter de gros ajustements afin de pouvoir s'acquitter de ses fonctions. De plus, l'importance et l'urgence des compressions sont telles qu'elles changeront probablement à jamais le rôle et les responsabilités de la GRC et les services offerts jusqu'à aux Canadiens. Il s'agira pour la GRC de veiller à ce que les services les plus cruciaux pour la sécurité et le bien-être de la société soient maintenus, voire même consolidés, et de penser à la santé et la sécurité de ses membres malgré les réductions des ressources.

Outre les compressions budgétaires, il y a plusieurs facteurs qui risquent de transformer la nature même de la GRC. L'un d'eux est le nouveau système de gestion des dépenses du gouvernement, fondé sur des principes administratifs. Ce système encourage la planification et la gestion des ressources limitées en vue de l'atteinte des objectifs, en insistant sur la notion de responsabilité pour les résultats obtenus. La restructuring consecutive à l'élimination, la réduction ou la rationalisation des programmes influera également sur l'organisation future de la GRC et rendra celle-ci plus efficiente. L'adoption des principes de police communautaire a déjà modifié la structure et la culture de l'organisation, et ces transformations vont probablement s'intensifier si la participation de la communauté constatée ailleurs dans le secteur public continue de croître. Grâce aux progrès réalisés à ce chapitre, les Canadiens en viendront eux-mêmes à décider du genre et de la qualité des services de santé, d'éducation et de justice pénale qu'ils recevront. Les fournisseurs de services devront alors se montrer plus sensibles aux besoins des Canadiens. En outre, si on veut rentabiliser les services, il faudra s'efforcer d'éliminer les chevauchements et les doublons, garantir une meilleure interaction entre les organisations du secteur public et multiplier les entreprises conjointes. Vu sa répartition géographique et sa nature multijuridictionnelle, la GRC pourrait se trouver dans une position idéale pour présider à ces changements et contre certaines des influences capables de ternir son image.

Au point de vue opérationnel, les crimes signalés semblent avoir diminué au cours des deux ou trois dernières années. Le même phénomène a été observé dans d'autres pays occidentaux. Le vieillissement de la population, l'avènement de la police communautaire et la réduction des budgets de la police, qui interdit le travail de police préventif, figurent parmi les nombreuses causes différentes avancées pour expliquer ce phénomène. La réduction, bien que réelle, n'est pas tout à fait rassurante. De nombreuses autorités ont en effet remarqué une intensification de la violence, même si le nombre de crimes violents n'a pas augmenté. L'activité grandissante des bandes violentes et les proportions prises par le crime organisé international posent un problème suffisamment grave pour que les membres du G-7 s'y intéressent.

2. Révision du rendement financier

Tableau 5 : Rendement financier en 1994-1995

(en milliers de dollars)					1994-1995	
Dépenses	Recettes	Dépenses	Budget	Différence	Dépenses nettes	Dépenses principales
totaux	à valoir sur le crédit		des dépenses			
Police opérationnelle	1 184 423	719 935	464 488	431 207	33 281	(1 456)
Protection	140 039	0	140 039	141 495		(15 082)
Services judiciaires	289 839	3 789	286 050	301 132		(617)
Gestion générale	51 626	0	51 626	52 243		67 749
Administration	338 262	42	338 220	270 471	1 196 548	83 875
	2 004 189	723 766	1 280 423	1 196 548	20 874	(226)
Ressources humaines (ETP)*				21 100		

* Voir les tableaux aux pages 159 et 160 pour plus de détails sur les ressources humaines.

Explication de la différence : Les besoins financiers pour 1994-1995 étaient de 83,9 millions de dollars supérieurs au budget principal de 1994-1995. Voici les principaux éléments qui ont contribué à cette hausse :

en millions de dollars

- nouvelles ressources pour des initiatives du gouvernement, telles que l'application des lois sur les douanes et les missions de maintien de la paix
- report de ressources au budget de fonctionnement (de 1993-1994 à 1994-1995)
- prime au bilinguisme
- rajustement des traitements, pensions et salaires
- disposition de biens de la Couronne
- facteur de conversion du budget de fonctionnement
- report de ressources au budget de fonctionnement (de 1994-1995 à 1995-1996)
- recettes plus élevées que prévu
- réductions liées aux restrictions financières imposées par le gouvernement



en millions de dollars

- réductions liées aux compressions budgétaires de 1995-1996 (11,3)
- revenus de contrats et autres coûts d'exploitation (10,9)
- report de biens d'infrastructure (de 1994-1995 à 1995-1996) (5,9)
- nouvelles ressources pour 1995-1996, notamment pour le Sommet d'Halifax (5,7)

Explication des prévisions : Les prévisions nettes pour 1995-1996 (fondées sur les informations dont disposaient les gestionnaires en décembre 1995) dépassent de 129,5 millions de dollars (10,7 p. 100) le budget principal de 1995-1996, principalement à cause des facteurs suivants :

en millions de dollars

- report de ressources au budget de fonctionnement (de 1994-1995 à 1995-1996) 78,0
- rajustement des traitements et salaires 33,8
- report de biens d'infrastructure (de 1994-1995 à 1995-1996) 5,9
- nouvelles ressources pour des initiatives du gouvernement, telles que le Sommet d'Halifax 5,7

C. Résumés financiers

1. Résumé des besoins financiers

Les besoins financiers du Programme d'application de la loi, autant pour les prévisions de l'année prochaine que pour celles de l'année financière en cours, sont présentées par activité au Tableau 4.

Tableau 4 : Besoins financiers par activité

(en milliers de dollars)		Prévisions		Dépenses prévues	
1996-1997		1995-1996			
Recettes	Dépenses	Recettes	Dépenses	Recettes	Dépenses
à valoir	sur le	à valoir	sur le	à valoir	sur le
crédit	crédit	crédit	crédit	crédit	crédit
Dépenses nettes	Dépenses totales	Dépenses nettes	Dépenses totales	Dépenses nettes	Dépenses totales

Police	1 196 273	721 219	475 054	1 228 628	710 295	518 333	(43 279)	40
opérationnelle								
Protection	139 510	0	139 510	142 479	0	142 479	(2 969)	83
Services	285 128	3 461	281 667	299 974	3 461	296 513	(14 846)	99
Judiciaires	40 420	40	40 380	53 576	40	53 536	(13 156)	122
Gestion générale	264 429	0	264 429	326 019	0	326 019	(61 590)	135
Administration								

Ressources humaines*	1 925 760	724 720	1 201 040	2 050 676	713 796	1 336 880	(135 840)	14
(ETP)								
	20 675			20 661				

* Voir les tableaux aux pages 159 et 160 pour plus de détails sur les ressources humaines.

Explication de la différence : Les besoins financiers pour 1996-1997 sont de 135,8 millions de dollars (10,2 p. 100) inférieurs aux prévisions des dépenses de 1995-1996. Cette diminution est attribuable en grande partie aux facteurs suivants :

en millions de dollars

- rajustement des pensions 10,4
- prêt à la construction du quartier général divisionnaire en Alberta 10,0
- report de ressources au budget de fonctionnement (de 1994-1995 à 1995-1996) (78,0)
- rajustement des traitements et salaires (33,8)
- réductions découlant de l'examen des programmes (11,6)



En 1995, la GRC comptait plus de 22 600 employés répartis un peu partout au Canada dans ses 13 divisions. Le nombre d'employés varie dans chaque division, allant de 150 environ dans l'Île-du-Prince-Édouard à plus de 5 200 en Colombie-Britannique.

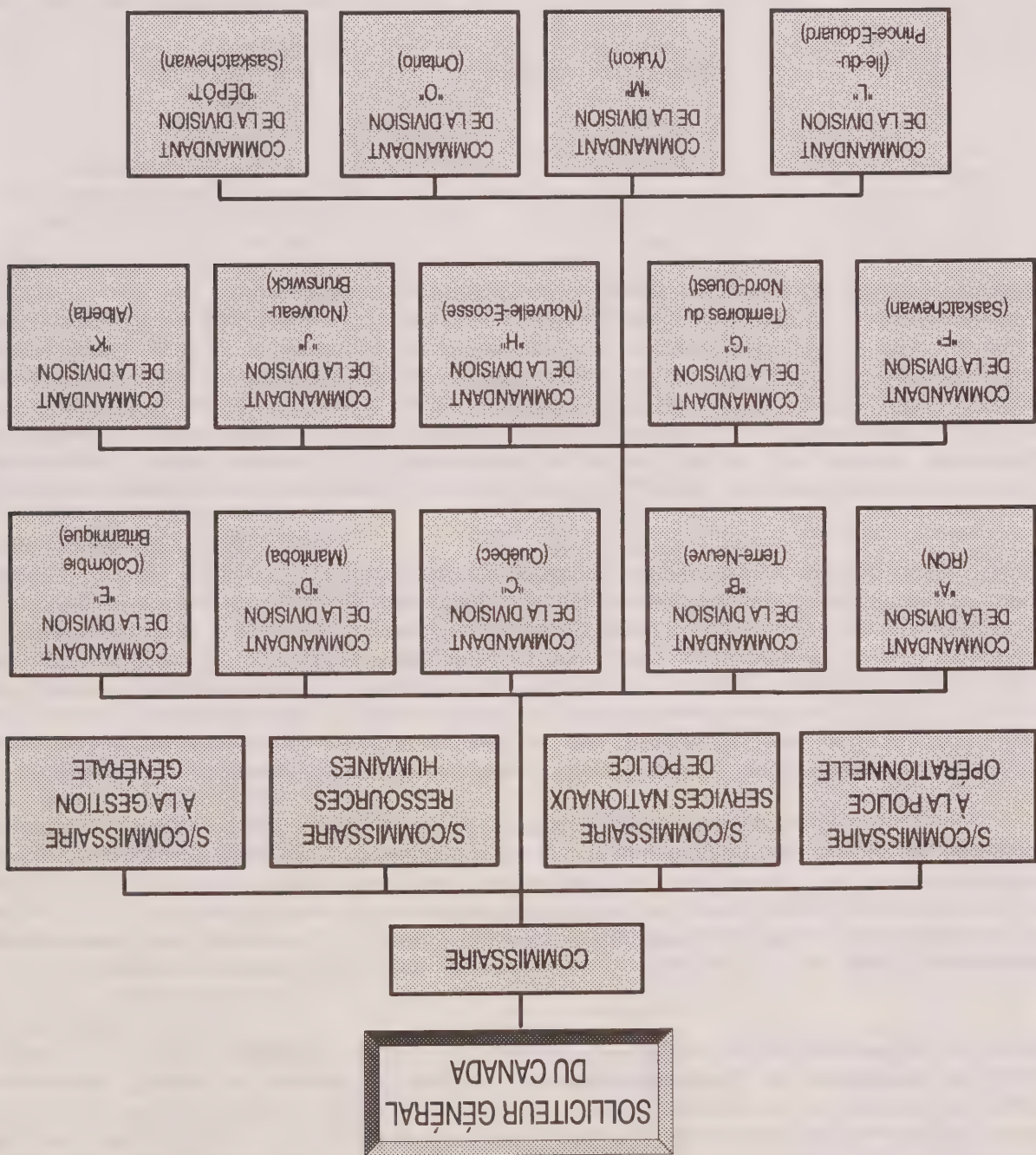
Il existe trois catégories d'employés à la GRC : membres réguliers, membres civils et fonctionnaires. Les membres réguliers sont des agents de la paix. Les membres civils sont des membres de la Gendarmerie qui n'ont pas le statut d'agent de la paix et qui ne portent pas l'uniforme. Les employés dans ce groupe possèdent des compétences particulières et ils oeuvrent principalement dans des domaines techniques, scientifiques et professionnels. Les fonctionnaires ne sont pas des membres de la Gendarmerie, mais des employés du gouvernement fédéral embauchés par la GRC pour lui fournir des services de soutien administratif ou d'aide professionnelle. Les membres réguliers représentent actuellement 74 p. 100 de l'effectif total de la GRC, les membres civils 10 p. 100 et les fonctionnaires 16 p. 100.

Chez les membres réguliers, il y a six niveaux d'officiers et quatre niveaux de sous-officiers. La majorité de ces membres, soit plus de 12 000, sont aux grades de gendarme et de caporal. Les gendarmes forment 60 p. 100 de l'effectif total de la GRC, les officiers à peine 3 p. 100.

La première troupe féminine a été recrutée en 1974. Depuis 1986, on a constaté une augmentation régulière de l'effectif féminin, qui représente maintenant à peu près 10 p. 100 de l'ensemble des membres réguliers. La nomination d'une première femme au grade d'officier a eu lieu en 1992; on en compte déjà cinq au grade d'inspecteur. La GRC s'est donnée pour but de faciliter l'accès des femmes aux postes de direction et d'avoir un effectif de membres réguliers composé de 20 p. 100 de femmes d'ici l'an 2013. Elle recrute activement des membres des minorités visibles afin de mieux représenter la société qu'elle sert. Au cours de la dernière année, elle a recruté au total 252 personnes, dont 95 femmes, 39 Autochtones et 47 membres des autres minorités visibles.

Quelque 30 p. 100 des membres réguliers et 27 p. 100 des membres civils sont bilingues. Les efforts visant à accroître le bilinguisme à la GRC ont porté fruit. On continue d'offrir une formation linguistique aux employés unilingues afin de mieux répondre aux besoins de la collectivité.

Tableau 3: Organigramme de la Gendarmerie royale du Canada



Tel qu'on peut le voir au Tableau 3, la GRC se compose de 13 divisions opérationnelles, chacune désignée par une lettre de l'alphabet et dirigée par un commandant divisionnaire. Le territoire d'une division correspond à peu près à celui de la province ou du territoire où elle se trouve et son quartier général se situe habituellement dans la capitale de cette province ou de ce territoire (seules exceptions : Division A - Ottawa, Division C - Montréal, Division E - Vancouver et Division O - London). On compte également 52 sous-divisions et 707 détachements, dont les effectifs varient de 1 à 335 employés.

Les commandants divisionnaires sont responsables de l'exécution des divers programmes opérationnels, des ressources utilisées à cette fin et des résultats obtenus dans leurs régions respectives. Dans les divisions offrant des services de police provinciale ou territoriale à contrat, ils sont aussi tenus d'assurer la liaison avec le ministre provincial ou territorial responsable de la police, pour discuter avec lui de questions telles que la planification des ressources, la politique générale en matière de services de police et l'obtention des résultats prévus.

Le détachement représente l'unité opérationnelle élémentaire de la Gendarmerie. C'est à lui qu'incombe la responsabilité première de la prestation des services de police et de la prévention du crime sur un territoire donné. Dans bien des cas, des bureaux satellites et des comptoirs de services communautaires viennent se greffer au détachement. Chaque détachement, peu importe sa taille, fonctionne de façon indépendante, avec les ressources qui lui sont allouées. Le personnel s'entretient et collabore avec les dirigeants et les membres de la communauté en vue d'établir des stratégies policières et d'élaborer des plans d'action qui sauront répondre aux besoins de la communauté en question. Le personnel de détachement représente environ 60 p. 100 des ressources humaines de la GRC.

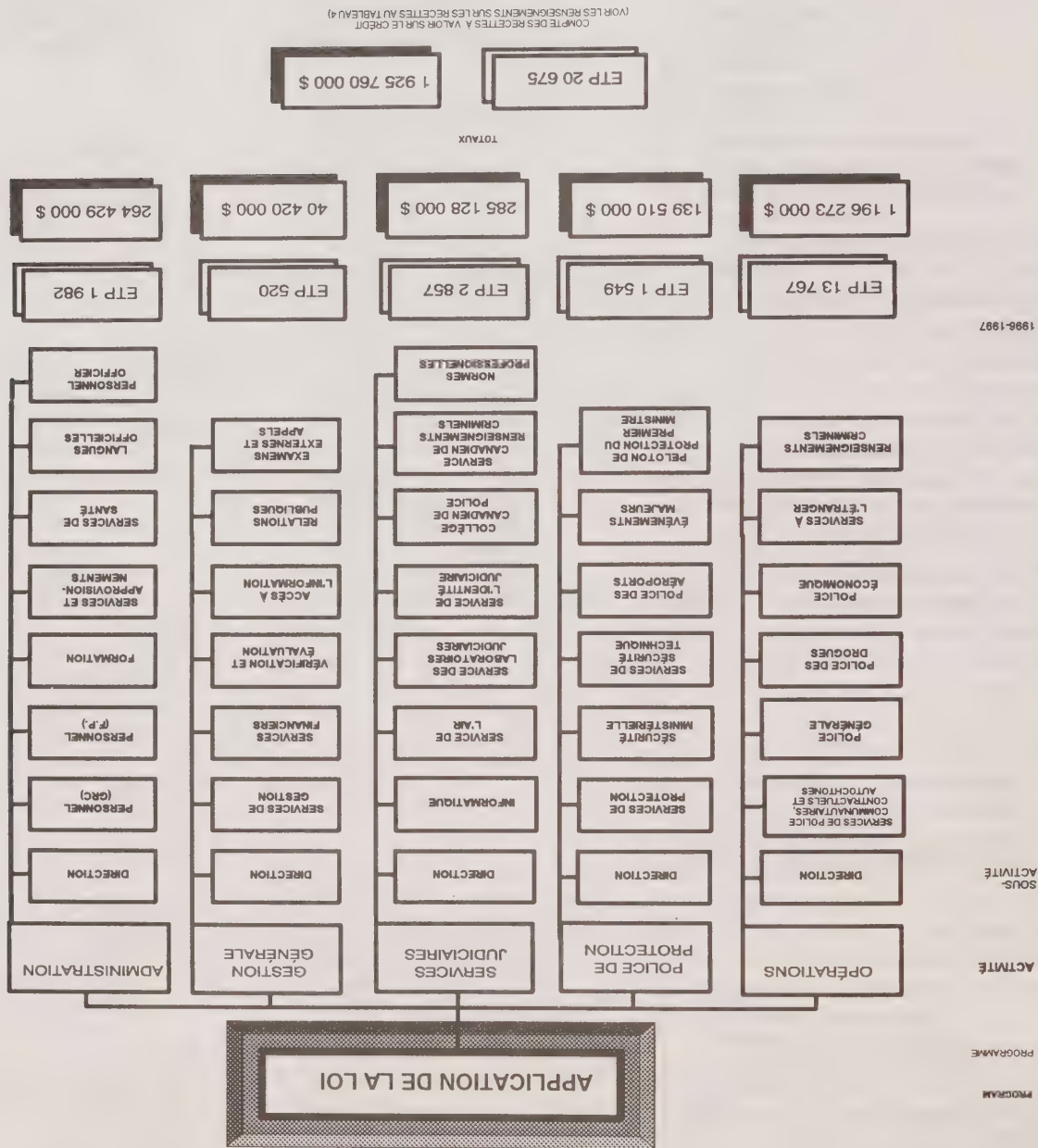
Les détachements reçoivent l'assistance de groupes de soutien spécialisés cantonnés soit au quartier général divisionnaire ou sous-divisionnaire, ou encore dans un détachement. Il peut s'agir de spécialistes des enquêtes générales, d'analystes de la circulation ou de la criminalité, de services d'identité, de laboratoires judiciaires ou de sections cynophiles. Les membres de détachement peuvent aussi collaborer avec des organismes de services sociaux qui participent aux programmes d'orientation familiale ou de la jeunesse et de prévention du crime et des toxicomanies. De plus, la GRC compte 28 groupes tactiques d'intervention (GTI), disséminés de façon stratégique d'un bout à l'autre du pays, qui sont appelés à intervenir en cas de prise d'otage ou dans d'autres situations d'urgence.



Tableau 2 : Virage suggéré vers les gammes ou catégories de services

GAMMES OU CATÉGORIES DE SERVICES*		STRUCTURE RÉELLE À QUATRE ACTIVITÉS		STRUCTURE À CINQ ACTIVITÉS	
Services de police fédérale <ul style="list-style-type: none">Services fédérauxRenseignements criminelsMissions de protection et liaisons internationalesOpérations techniques		Police opérationnelle <ul style="list-style-type: none">Services de police communautaires, contractuels et autochtonesRenseignements criminelsServices fédérauxMissions de protection et liaisons internationales		Police opérationnelle <ul style="list-style-type: none">Services de police communautaires, contractuels et autochtonesPolice généralePolice des droguesPolice économiqueServices à l'étrangerRenseignements criminels	
Services de police contractuelle <ul style="list-style-type: none">Services de police communautaires, contractuels et autochtones				Police de protection <ul style="list-style-type: none">Services de protectionSécurité ministérielleServices de sécurité techniquePolice des aéroportsÉvénements majeursProtection du Premier ministre	
Services de police nationale <ul style="list-style-type: none">Collège canadien de policeService canadien de renseignements criminelsService des laboratoires judiciairesService de l'airService des laboratoires judiciairesService de l'identité judiciaireCollège canadien de police judiciaire		Services nationaux de police <ul style="list-style-type: none">Collège canadien de policeService canadien de renseignements criminelsService des laboratoires judiciairesInformatiqueServices d'information et d'identité judiciairesOpérations techniques		Services judiciaires <ul style="list-style-type: none">InformatiqueService de l'airService des laboratoires judiciairesService de l'identité judiciaireCollège canadien de police judiciaireService canadien de renseignements criminelsNormes professionnelles	
Gestion générale et ressources humaines <ul style="list-style-type: none">Vérification, évaluation et services de gestionFinances et approvisionnementRelations publiques et informationExamens externes et appelsPersonnelPersonnel officierFormationServices de santéInformatique		Gestion générale <ul style="list-style-type: none">Vérification, évaluation et services de gestionFinances et approvisionnementRelations publiques et informationExamens externes et appels		Gestion générale <ul style="list-style-type: none">Services de gestionServices financiersVérification et évaluationAccès à l'informationRelations publiquesExamens externes et appels	
Services de maintien de la paix des Nations Unies <ul style="list-style-type: none">Informatique		Ressources humaines <ul style="list-style-type: none">Vérification, évaluation et services de gestionFinances et approvisionnementRelations publiques et informationExamens externes et appels		Administration <ul style="list-style-type: none">Personnel (GRC)Personnel (FP)FormationServices et approvisionnementsServices de santéLangues officiellesPersonnel officier	
* Ce ne sont ici que des suppositions.					

Tableau 1 : Gendarmerie royale du Canada - Structure par activité





Services de gestion générale et de ressources humaines : Il s'agit ici d'une gamme de services internes dans les domaines suivants : finances et approvisionnement, relations publiques et information, personnel, vérification et évaluation, planification et établissement de politiques générales, services de santé et formation. On décidera au cours de la prochaine année si cette gamme de services demeurera entière ou si elle sera fractionnée et redistribuée.

On remarquera que les points saillants des plans d'avenir et du rendement passé prennent en compte la nouvelle philosophie de la GRC.

La structure organisationnelle de la GRC évolue à cause des changements qui surviennent dans l'organisation et de l'introduction du nouveau système de gestion des dépenses du gouvernement. Le processus de changement n'étant pas encore terminé, la Partie III reste basée sur une structure à cinq activités, même s'il n'y a plus maintenant en réalité que quatre grandes activités. Le nouveau système de gestion des dépenses du gouvernement appelle une structure organisationnelle fondée sur les gammes de services offertes. La GRC est en voie d'adopter une telle structure, qui remplacera l'organisation par activités. La marche à suivre pour réaliser pareille évolution est exposée de façon générale au Tableau 2. À souligner que les éléments contenus dans chaque gamme de services, dans la troisième colonne du tableau, pourraient grandement changer lorsqu'on amorcera le vrai virage.

Les gammes de services de la GRC sont les suivantes :

Services de police fédérale : La GRC offre des services de police, d'application de la loi, d'enquête et de protection au gouvernement fédéral, à ses ministères et organismes, ainsi qu'à la population canadienne, afin d'aider à la protection de la santé et de la sécurité publique, de l'environnement, du commerce, du trésor, des intérêts nationaux, des missions étrangères et des fonctionnaires de l'État.

Services de police nationale : La GRC offre à la police canadienne et à certains organismes d'application de la loi ministériels des services de laboratoires et d'identité judiciaires, ainsi que des services de renseignements, d'information policière automatisée et de formation avancée. Elle met aussi en commun certains services au plan international.

Services de police à contrat : Aux termes d'ententes de vingt ans signées par le gouvernement fédéral avec des provinces, territoires et municipalités, la GRC fournit des services de police communautaire à huit provinces, deux territoires et près de 200 municipalités. Parmi la vaste gamme des services offerts à la population dans ces endroits, notons ceux-ci : prévention du crime, maintien de l'ordre, application du Code de la route et du Code criminel et prestation de services d'urgence. La GRC offre aussi des services aux communautés des Premières Nations en vertu d'ententes signées par les gouvernements fédéral et provinciaux et les dirigeants des diverses bandes.

Services de maintien de la paix des Nations Unies : La GRC assure des services de police dans différents pays secoués par des troubles, dans le cadre des missions de paix des Nations Unies.



Administration : Englobe l'organisation et la gestion des ressources humaines de la GRC, les programmes de formation, la dotation en personnel, les services de santé et les services linguistiques, la gestion des biens et l'administration du programme et des services reliés aux biens immeubles.

Gestion générale : Comprend la planification stratégique et générale, l'élaboration des politiques de l'organisation, la planification financière, la vérification et l'évaluation des programmes. La souplesse d'exécution et la reddition de comptes sont assurées par la coordination des communications, des affaires publiques, de l'accès à l'information et des appels et examens externes.

Services judiciaires : Aident les forces de l'ordre au Canada en leur offrant une formation policière spécialisée ainsi que des services de laboratoire, d'identité et de renseignements judiciaires.

Services de protection : Assurent la sécurité et la protection des dignitaires canadiens et étrangers, des installations et des biens du gouvernement fédéral, des événements majeurs ainsi que des aéroports désignés. Cette activité englobe la recherche, le développement et l'évaluation d'équipements, de matériel et de concepts de sécurité.

Police opérationnelle : Comprend une vaste gamme de fonctions policières et d'application de la loi à l'appui des gouvernements fédéral, provinciaux et municipaux. Dans le cadre de cette activité, la GRC offre aussi son aide à des services de police reconnus en plus de servir la population.

La Loi sur la Gendarmerie royale du Canada est le fondement juridique de l'organisation de la Gendarmerie. Le Commissaire a le pouvoir et la responsabilité de veiller à l'exécution des dispositions de cette loi. Le commissaire de la GRC relève du Solliciteur général du Canada, lequel rend compte au Parlement du Canada. Il est assisté de quatre sous-commissaires à Ottawa, des 13 commandants dirigeant les divisions opérationnelles hors-siège et du commandant de la Division Dépôt, qui abrite l'École de la GRC à Regina. Les sous-commissaires gèrent les cinq grandes activités du programme d'application de la loi (voir le Tableau 1) avec l'aide des directeurs qui s'occupent des sous-activités. Les cinq activités en question sont les suivantes :

3. Organisation du Programme en vue de son exécution

La Loi sur la Gendarmerie royale du Canada renferme des dispositions concernant la Commission des plaintes du public et le Comité externe d'examen, deux organismes indépendants de la GRC qui relèvent directement du Solliciteur général du Canada. La Commission des plaintes du public a pour mandat de recevoir ou d'examiner les plaintes du public en ce qui a trait à la conduite, dans l'exercice de toute fonction prévue par la Loi sur la GRC, d'un membre de la GRC ou de toute autre personne investie d'une fonction en vertu de cette loi. Le Comité externe d'examen offre aux membres de la GRC un processus d'examen aux fins de la responsabilité interne.

Depuis 1949, la GRC représente le Canada au sein d'INTERPOL et exploite le Bureau central national de cet organisme, qui est relié à 176 pays au moyen d'un système de transmission de renseignements sur la criminalité. Le Bureau central national constitue le lien entre le réseau policier mondial et les services de police et les diverses forces de l'ordre au Canada, pour les besoins des enquêtes sur le trafic international des stupéfiants, le crime organisé et les criminels internationaux itinérants.

La GRC offre une assistance en matière d'enquêtes et des services de sécurité aux autres ministères et organismes fédéraux et se charge de protéger les digitaux canadiens et les personnes jouissant d'une protection internationale. Elle s'occupe aussi de la planification, la coordination et l'exécution des opérations de sécurité à l'occasion des événements majeurs et des visites de dignitaires étrangers au Canada. La sécurité aéroportuaire à certains aéroports désignés figure encore au nombre de ses attributions au plan de la sécurité.

En plus d'assumer ses responsabilités fédérales, la GRC doit assurer des services de police à contrat dans les deux territoires et toutes les provinces, sauf le Québec et l'Ontario. Elle offre aussi des services de police municipale à 200 municipalités et 36 communautés des Premières Nations. Les services à contrat, fournis suivant une formule de partage des frais, font partie intégrante des responsabilités de la GRC.

À titre d'organisme responsable, la GRC offre à la communauté policière canadienne divers services spécialisés financés par le gouvernement fédéral, dont les suivants : base de données informatisées sur la criminalité, laboratoires judiciaires, services dactyloscopiques et autres services d'identité judiciaire, formation policière spécialisée et connaissances techniques en matière d'explosifs et d'enlèvement d'explosifs.

Une entente administrative sur le crime organisé conclue entre le gouvernement fédéral et les provinces en 1966 chargeait la Gendarmerie de coordonner la cueillette, l'analyse et la diffusion des renseignements criminels. Cette entente créait un nouveau rôle pour la GRC et définissait le cadre des enquêtes et des opérations ayant pour but d'aider les provinces à combattre le crime organisé. Il existe aujourd'hui des sections de renseignements criminels à différents points névralgiques au Canada. Elles s'intéressent surtout au crime organisé, qu'on cherche à affaiblir au moyen d'enquêtes économiques et fiscales menant à la confiscation des produits de la criminalité.

En 1966, une autre entente administrative était conclue entre le gouvernement fédéral et les provinces relativement à la divulgation des renseignements financiers et aux irrégularités dans le marché des valeurs mobilières. La GRC se voyait ainsi chargée de former des groupes pour appliquer les lois concernant les fraudes en valeurs mobilières. Des sections d'enquête ont été constituées dans chaque province en vue de faire enquête sur les infractions en matière de valeurs, les faillites frauduleuses, les délits commerciaux et les fraudes contre le gouvernement du Canada. La GRC devait aussi mettre sur pied et exploiter une base de données nationale sur les fraudes en valeurs mobilières.

B. Données de base

1. Mandat de la GRC

La GRC a été créée en 1873. Son mandat actuel est fondé sur l'autorité et les responsabilités que lui confère la *Loi sur la Gendarmerie royale du Canada*. Cette loi constitue la GRC en tant que service de police fédéral, régit son fonctionnement et autorise le Solliciteur général du Canada à conclure avec les provinces, territoires et municipalités des ententes pour la prestation de services de police à frais partagés. La Partie IV de la Loi sur le Service canadien du renseignement de sécurité confie à la GRC la responsabilité première des enquêtes sur les infractions constituant une menace pour la sécurité nationale ou pour les personnes jouissant d'une protection internationale, au sens de l'article 2 du Code criminel. Certaines directives ministérielles et ententes internationales confient à la GRC des fonctions de protection. Plusieurs ententes avec d'autres ministères et services de police lui accordent aussi d'autres responsabilités en matière d'application de la loi.

2. Objectif du Programme

L'objectif du Programme de la GRC est tiré de l'article 18 de la *Loi sur la GRC* :

Appliquer la loi, prévenir le crime, maintenir la paix, l'ordre et la sécurité.

Afin d'atteindre cet objectif, la GRC se livre à toute une gamme d'activités, dont beaucoup sont reliées au service et à l'application de la loi. Elle s'occupe entre autres de prévention, de détection et d'enquêtes.

La GRC veille à l'exécution des lois fédérales et, aux termes de la circulaire 1987-6 du Conseil du Trésor, coordonne les enquêtes sur les actes illégaux commis contre la Couronne signalés par d'autres ministères.

Conformément aux dispositions du Manuel de la politique administrative du Conseil du Trésor, la GRC, par l'entremise de son Équipe d'inspection et d'évaluation de la sécurité (EIES), offre un service de consultation et d'inspection en matière de sécurité informatique aux autres ministères et organismes fédéraux, ainsi qu'aux entreprises du secteur privé qui traitent des renseignements protégés ou délicats du gouvernement en vertu d'ententes conclues avec ce dernier.

La GRC signe souvent des ententes avec divers ministères fédéraux afin de mieux coordonner les efforts d'application des lois fédérales. (La liste des protocoles d'entente figure à la page 177).



Qualité du service : La GRC a adopté des normes de service servant de fondement à toutes les prestations de services et les opérations générales, en accord avec l'initiative du Conseil du Trésor concernant la qualité du service, qui insiste sur la satisfaction du client. (Voir la page 26).

Formation en gestion : La GRC a élaboré un nouveau programme de perfectionnement des cadres pour préparer les dirigeants et les gestionnaires de demain à diriger les destinées de l'organisation au cours du XXI^e siècle. (Voir la page 148).

Programme de remplacement des armes à feu : Afin d'accroître la sécurité du public et celle de ses membres, la GRC a commencé à remplacer les revolvers réglementaires de service de calibre .38 spécial par des pistolets de 9 mm. Elle formera plus de 400 instructeurs qui auront pour tâche d'offrir une formation de base sur le pistolet de 9 mm de Smith & Wesson et le nouveau bâton rétractable. (Voir la page 29).

Ateliers sur la police communautaire : La GRC invitera des fournisseurs de services et des citoyens à assister aux 14 ateliers sur la police communautaire qui seront tenus un peu partout au Canada. (Voir la page 148).

Politique ministérielle sur le harcèlement et la discrimination : En réaction à la politique révisée du Conseil du Trésor sur le sujet, la GRC a entrepris une révision majeure de sa propre politique en la matière. (Voir la page 142).

Système de gestion du rendement : La GRC est en train de développer un nouveau système de gestion du rendement qui lui permettra de faire une évaluation stratégique du rendement des employés ayant le statut d'agent de la paix et de gérer le rendement en vue d'assurer la bonne marche de ses projets de police communautaire et autres initiatives stratégiques. (Voir la page 25).

Plan d'activités : La GRC a préparé son premier Plan d'activités, qui met l'accent sur la prestation de services et la responsabilité pour les résultats obtenus. Les divisions et les directions ayant des programmes et des budgets distincts dresseront leurs propres plans d'activités. (Voir la page 26).



SERVICES DE POLICE À CONTRAT

Police de district : La GRC a réussi à implanter un concept de police unique au Nouveau-Brunswick (Division J). La police de district est une formule qui regroupe les détachements en district afin de permettre la prestation de services de police provinciale à contrat avec une efficacité et une efficacité accrues. (Voir la page 25).

Étude quinquennale des ententes de police à contrat : La GRC participera avec le Solliciteur général du Canada à l'étude quinquennale de la base de coûts des ententes de police à contrat en 1997. (Voir la page 25).

Nunavut et Territoires du Nord-Ouest (Division G) : La GRC est en voie de mettre au point de nouvelles approches en matière de service policier en vue de la création du territoire du Nunavut. Une société contractante inuit a effectué des consultations populaires et fait des recommandations concernant la façon dont la GRC pourrait répondre aux besoins particuliers des communautés dans l'est de l'Arctique. Les plans de mise en oeuvre sont en cours. (Voir la page 28)

Stratégie nationale sur la sécurité de la communauté et la prévention du crime : La GRC lancera une série de programmes d'intervention axés sur les problèmes de la société, afin d'appuyer les activités menées dans le cadre de la Stratégie nationale sur la sécurité de la communauté et la prévention du crime, et elle fera usage de connaissances et de ressources provenant d'autres programmes nationaux. (Voir la page 46).

GESTION GÉNÉRALE ET RESSOURCES HUMAINES

Mise en valeur des associations avec le secteur privé : Un Programme national de parrainage a été instauré par l'entremise de la Fondation de la police montée (FPM), afin d'inciter le secteur privé à accorder son appui aux programmes de la GRC de relations sociopolicieres, de relations publiques, de prévention du crime et d'aide aux victimes. (Voir la page 30).

Programme de concession de licences d'exploitation des produits de la GRC : La Fondation de la police montée, dans le cadre de ses attributions énoncées dans l'Entente principale conclue avec la GRC, vient de confier la gestion du Programme de concession de licences d'exploitation des produits de la GRC à la Société Walt Disney du Canada. (Voir la page 30).

Loi concernant l'analyse de l'ADN : Le projet de loi C-104 autorisant la police à obtenir, par voie de mandat, des échantillons biologiques d'un suspect au cours d'une enquête criminelle, a été adopté en 1995. (Voir la page 25).

Renseignements criminels : Des représentants de l'ensemble de la police canadienne ont convenu que la Direction des renseignements criminels de la GRC agirait comme service d'analyse pour le Service canadien de renseignements criminels (SCRC). Cela rendra le programme national de renseignements plus efficient et garantira des analyses plus cohérentes. (Voir la page 118).

Examen des politiques des Services nationaux de police : La GRC, de concert avec le Solliciteur général du Canada, a entrepris l'examen de ses Services nationaux de police, afin de trouver des moyens d'améliorer le service à la clientèle et de définir les besoins et les possibilités d'associations à frais partagés. (Voir la page 24).

Collège canadien de police : La GRC a commencé à étudier la possibilité de faire financer par l'extérieur, au moyen d'ententes de partage des coûts, la moitié du budget du Collège canadien de police. (Voir la page 24).

Automatisation des dossiers criminels : La GRC a amorcé l'automatisation complète de ses dossiers criminels, qui devrait être réalisée d'ici avril 1998. Son répertoire se compose de dossiers papier ou microfilmés portant sur quelque 2,7 millions de personnes accusées ou reconnues coupables d'actes criminels. (Voir la page 112).

Réseau informatique intégré (RIBON) : La GRC a entrepris de moderniser, partout au Canada, le réseau du Centre d'information de la police canadienne (CIPC), maintenant connu sous le nom de Réseau informatique intégré de la GRC (RIBON). (Voir la page 104).

Systèmes perfectionnés d'information policière : La GRC tâche de mettre au point une nouvelle technologie de l'information afin d'améliorer et de perfectionner ses systèmes d'information policière, pour ainsi permettre à ses membres de se concentrer sur la prestation de services à la communauté. (Voir la page 25).

Projet d'entrée en direct des renseignements sur l'enregistrement des armes à autorisation restreinte : La GRC et le ministère de la Justice travaillent conjointement à la mise sur pied d'un système automatisé d'entrée en direct par les membres des forces de l'ordre des renseignements sur l'enregistrement des armes à autorisation restreinte et des permis de transport de telles armes. (Voir la page 115).

SECTION I

Aperçu du Programme

A. Points saillants des plans et rendement récent

SERVICES DE POLICE FÉDÉRALE

Mission de paix des Nations Unies à Haïti : La GRC fait partie d'une force multinationale sous l'égide des Nations Unies envoyée en mission de paix en Haïti afin d'aider au rétablissement des autorités policières civiles à cet endroit. (Voir la page 27).

Sommet économique du G-7 : La GRC avait la responsabilité générale de la sécurité au Sommet économique de 1995 tenu à Halifax (Nouvelle-Écosse). Elle a satisfait à tous les besoins en matière de sécurité à l'occasion de cet événement, auquel ont assisté les dirigeants des sept pays les plus industrialisés ainsi que le président de la Fédération russe et le président de la Communauté économique européenne. (Voir la page 27).

Questions d'immigration et de passeport : La GRC, en collaboration avec le ministre de la Citoyenneté et de l'Immigration, a constitué en juillet 1994 un groupe de travail chargé de participer à l'arrestation de dangereux contrevenants en matière d'immigration. (Voir la page 62).

Perspective d'un rôle de police fédérale unifiée : La GRC a enrichi son rôle de police fédérale en réunissant sous un même toit, aux fins de la gestion, les activités suivantes : lutte antidrogue, immigration, police économique, police de protection, et l'exécution des lois fédérales et douanes. (Voir la page 28).

Projet de lutte à la contrebande : Même si la contrebande du tabac par des consommateurs individuels a diminué en 1994 et 1995, les activités de contrebande par des distributeurs et des groupes de criminels organisés demeurent importantes. C'est à eux que la GRC tente actuellement de s'attaquer. (Voir la page 58).

Produits de la criminalité : La GRC a saisi pour environ 158 millions de dollars de biens depuis 1989, dont 50 millions de dollars en 1994 seulement. (Voir la page 69).



Programme par activités

Budget principal de 1996-1997	Budget principal de 1995-1996	Budget principal de 1996-1997							
		Fonction- nement	Dépenses en capital	Paie- ments de transferts	Total partiel	Moins : recettes à valoir sur le crédit	Total		
(En milliers de dollars)	de principal	Police opérationnelle	1 140 479	55 794	0	1 196 273	721 219	475 054	462 558
		Protection	137 065	2 445	0	139 510	0	139 510	133 212
		Services judiciaires	248 239	36 503	386	285 128	3 461	281 667	288 716
		Gestion générale	40 077	343	0	40 420	40	40 380	50 248
		Administration	190 375	33 950	40 104	264 429	0	264 429	272 622
			1 756 235	129 035	40 490	1 925 760	724 720	1 201 040	1 207 356

B. Emploi des autorisations de 1994-1995 - Volume II des Comptes publics

Crédit (en dollars)		Budget principal	Total disponible	Utilisation Réelle
35	Dépenses de fonctionnement	823 940 000	880 158 000	879 558 617
40	Dépenses en capital	137 562 000	201 322 000	171 600 561
(L)	Pensions et autres prestations aux employés - Membres	221 385 000	211 088 867	211 088 867
(L)	Utilisation des produits de la vente de biens excédentaires de la Couronne	0	7 504 106	4 513 519
(L)	Contributions aux régimes d'avantages sociaux des employés	13 661 000	13 661 000	13 661 000
Total du programme budgétaire		1 196 548 000	1 313 733 973	1 280 422 564

Autorisations de dépenser

A. Autorisations pour 1996-1997 - Partie II du Budget des dépenses

Besoins financiers par autorisation

Crédit (en milliers de dollars)		Budget principal 1996-1997	Budget principal 1995-1996
Gendarmerie royale du Canada			
35	Dépenses de fonctionnement	839 295	839 647
40	Dépenses en capital	129 035	140 504
(L)	Pensions et autres prestations aux employés - Membres de la Gendarmerie	217 490	213 234
(L)	Contributions aux régimes d'avantages sociaux des employés	15 220	13 971
Total		1 201 040	1 207 356

Crédits - Libellé et sommes demandées

Crédit (en dollars)		Budget principal 1996-1997	
Gendarmerie royale du Canada			
Programme d'application de la loi			
35	Application de la loi - Dépenses de fonctionnement, subventions inscrites au budget, contributions et autorisation de dépenser les recettes de l'année	839 295 000	
40	Dépenses en capital		129 035 000



9. Les réponses aux demandes d'assistance se font selon les priorités établies à partir des besoins de la collectivité et des exigences opérationnelles.
10. Les agents de patrouille ont pour tâche de chercher à régler les problèmes des citoyens.
11. Les enquêtes sont effectuées de manière professionnelle et en conformité avec la loi et le code de déontologie.
12. Des services d'urgence sont offerts en permanence. D'autres services sont également offerts durant les heures d'ouverture, qui sont affichées partout bien en vue.
13. On fait preuve de sensibilité et de compréhension à l'égard des victimes et des témoins et on oriente les personnes vers d'autres organismes d'aide, au besoin.
14. Lorsqu'un plaignant, une victime ou un témoin a besoin d'aide, on assure le suivi en communiquant au moins une fois avec lui.
15. Les personnes détenues sont traitées avec équité et dignité, et elles reçoivent les services nécessaires. De plus, la GRC prend toutes les mesures voulues pour éviter que ces personnes ne se blessent.
16. La GRC reconnaît qu'elle doit rendre compte de l'application des normes de service.



La GRC a adopté des normes de service qui serviront de fondement à toutes les prestations de services et les opérations générales. On s'attend à ce que tous les employés observent ces normes, et les dépassent autant que possible, afin de poursuivre la tradition de service et d'excellence que la GRC s'efforce de maintenir. Les voici donc :

Normes de service de la GRC

- la réduction des crimes de violence et de la criminalité juvénile,
- l'enrichissement du rôle d'exécution des lois fédérales de la GRC,
- l'amélioration de la gestion des ressources humaines,
- l'application de la technologie de l'information,
- le renouveau organisationnel.

La priorité stratégique de la GRC est la suivante : «**sécurité des foyers et des collectivités**». Afin de respecter cette priorité, on a déjà entrepris d'atteindre ces cinq objectifs stratégiques :

1. Les services fournis par la GRC sont établis en collaboration avec les divers clients et partenaires de la collectivité, dont les autorités administratives, les comités consultatifs, les organismes professionnels et les organismes d'aide.
2. On répond toujours de façon courtoise et prévenante aux demandes du grand public, en tenant compte des différences culturelles.
3. Aux termes de la loi et dans la mesure du possible, la GRC offre ses services dans les deux langues officielles et, dans les cas où d'autres langues doivent être utilisées, elle a recours à des interprètes.
4. Les énoncés de mission sont affichés bien en vue dans le hall de tous les bâtiments de la GRC, dans les langues prédominantes de la collectivité.
5. On voit à ce que les aires publiques dans les installations de la GRC soient propres, en bon état, accueillantes et accessibles à tous, sous réserve des normes de sécurité établies.
6. Les renseignements seront divulgués s'il n'y a aucun risque d'entorse aux lois sur la protection des renseignements personnels ou si cela ne peut compromettre la collecte de renseignements ou les techniques d'enquête, le respect des droits du suspect ou la sécurité d'une source confidentielle.

7. La GRC donne volontiers des conseils et aide au règlement des plaintes portées contre elle ou contre ses employés, et elle informe les plaignants du suivi.
8. Le personnel de la GRC joue un rôle de premier plan dans l'élaboration et la mise en oeuvre de programmes de prévention criminelle adaptés aux besoins de la collectivité.

Objectifs stratégiques de la GRC

Introduction

La Gendarmerie royale du Canada, ci-après appelée la GRC, est la police nationale du Canada et fait partie du porte-feuille du Solliciteur général du Canada.

C'est un organisme unique au monde. Elle assure des services de police aux niveaux national, fédéral, provincial et municipal, auxquels elle est tenue de rendre des comptes séparément. Le Canada se trouve donc à avoir un service de police unitaire, sensible aux besoins locaux mais responsable en bout de ligne devant le gouvernement central.

Prévention, enquêtes sur la criminalité, maintien de l'ordre, application de la loi dans des domaines aussi variés que la santé et la protection des biens du gouvernement, contribution à la sécurité nationale, protection des chefs d'État, des dignitaires en visite au Canada et des missions étrangères, et prestation de services opérationnels indispensables à d'autres organismes de police et d'application de la loi, figurent au nombre de diverses attributions de la GRC. Qu'il s'agisse d'un tueur en série en liberté, d'une manifestation à caractère politique, d'une visite d'État, d'une catastrophe écologique, d'une vaste fraude à l'endroït du gouvernement ou d'un enfant disparu, la GRC est appelée à intervenir dans toutes sortes de situations, et ce à n'importe quelle heure tous les jours de l'année. Une grande partie des activités de la GRC est régie par la demande et l'accomplissement de ses fonctions exige une main-d'œuvre considérable.

La GRC s'est convertie à la police communautaire afin de s'acquitter de ses obligations et de réaliser ses objectifs de renouveau organisationnel. La police communautaire représente en effet l'application des principes de gestion modernes aux services de police. Elle comporte une décentralisation des pouvoirs, une liberté d'action et de décision au niveau de prestation des services, une saine gestion du risque, la consultation des clients et la mobilisation des ressources de la communauté en guise de complément aux forces policières.

L'énoncé de mission de police communautaire de la GRC engage celle-ci :

- à faire respecter les principes de la Charte canadienne des droits et libertés;
- à offrir un service professionnel;
- à assurer que tous les services de police sont offerts de façon courtoise et impartiale;
- à travailler de concert avec la communauté pour prévenir ou résoudre des problèmes qui touchent la sécurité et la qualité de vie des citoyens;
- à s'attaquer aux problèmes de la communauté avec l'aide du système judiciaire canadien;
- à chercher à créer des conditions propices et créatives pour permettre à tous les membres de la GRC d'offrir des services de police communautaire.

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Préface

Le présent document est un rapport au Parlement qui indique comment les ressources créditées par ce dernier ont été ou seront dépensées. Il s'agit en fait d'un compte rendu renfermant plusieurs niveaux de détails afin de répondre aux divers besoins de ses utilisateurs.

Le document se divise en trois sections. La Section I donne un aperçu du Programme et un résumé des plans et du rendement actuels. La Section II renferme, pour chaque activité, les résultats prévus et d'autres renseignements essentiels sur le rendement qui justifient les ressources demandées. La Section III fournit des renseignements supplémentaires sur les coûts et les ressources ainsi que des analyses spéciales qui permettront au lecteur de mieux comprendre le Programme.

La Section I est précédée des autorisations de dépenser de la Partie II du Budget des dépenses et du volume II des Comptes publics, ce qui assure un lien avec les autres documents budgétaires et permet d'évaluer le rendement financier du Programme au cours de l'année qui vient de s'écouler.

Ce document est conçu pour permettre au lecteur de trouver facilement les renseignements qu'il cherche. La Table des matières expose en détail le contenu de chaque section. L'état financier récapitulatif présenté à la Section I renvoie aux documents plus détaillés qui figurent à la Section II. Des renvois un peu partout dans le document permettent également au lecteur de trouver des renseignements détaillés sur les postes de dépenses qui l'intéressent plus particulièrement.

À noter que, conformément aux principes des budgets de fonctionnement, les ressources humaines dans le présent Plan de dépenses sont indiquées en équivalents de travail à temps plein (ETP). Un ETP représente le nombre d'heures travaillées par un employé à temps plein pendant une période d'un an.

Les dernières pages du document renferment un index permettant de repérer rapidement les sujets d'intérêt.

Budget des dépenses de 1996-1997

Partie III

Gendarmerie royale du Canada



Honorable Herb Gray, C.P., député
Solliciteur général

Herb Gray

Les documents budgétaires

Le Budget des dépenses du gouvernement du Canada est divisé en trois parties. Commencant par un aperçu des dépenses totales du gouvernement dans la Partie I, les documents deviennent de plus en plus détaillés. Dans la Partie II, les dépenses sont décrites selon les ministères, les organismes et les programmes. Cette partie renferme aussi le libellé proposé des conditions qui s'appliquent aux pouvoirs de dépenser qu'on demande au Parlement d'accorder. Dans les documents de la Partie III, on fournit des détails supplémentaires sur chacun des ministères ainsi que sur leurs programmes surtout axés sur les résultats attendus en contrepartie de l'argent dépensé.

Les instructions sur la façon de se procurer ces documents se trouvent sur le bon de commande qui accompagne la Partie II.

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Gendarmerie royale
du Canada



Budget des dépenses
1996-1997

Partie III

Plan de dépenses





Royal Canadian Mounted Police External Review Committee

1996-97
Estimates



ISBN 0-660-59943-0



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Part III

Expenditure Plan

The Estimates Documents

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

Instructions for obtaining each volume can be found on the order form enclosed with Part II.

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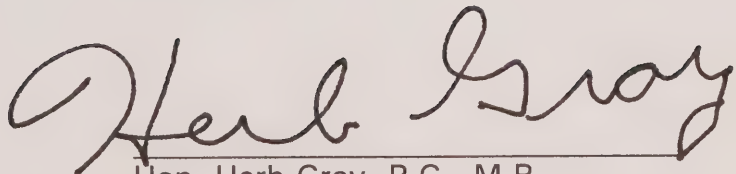
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1996-97 Estimates

Part III

**Royal Canadian Mounted Police
External Review Committee**

A handwritten signature in dark ink, reading "Herb Gray". The signature is written in a cursive, flowing style. The "H" is large and loops around the "e" in "Herb". The "G" in "Gray" is also large and loops around the "y".

Hon. Herb Gray, P.C., M.P.
Solicitor General

Preface

This Expenditure Plan is designed to be used as a reference document. As such it contains several levels of detail to respond to the various needs of its audience.

This Plan is divided into two sections. Section I presents an overview of the Program including a description, information on its background, objectives and planning perspective as well as performance information that form the basis for the resources requested. Section II provides further information on costs and resources, as well as special analyses that the reader may require to understand the Program more fully.

Section I is preceded by details of Spending Authorities from Part II of the Estimates and Volume II of the Public Accounts. This is to provide continuity with other Estimates documents and to help in assessing the Program's financial performance over the past year.

This document is designed to permit easy access to specific information that the reader may require. The table of contents provides a detailed guide to the contents of each section. In addition, references are made throughout the document to allow the reader to find more details on items of particular interest.

It should be noted that, in accordance with the Operating Budget principles, human resources reported in this Expenditure Plan are measured in terms of employee full time equivalents (FTE). FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work.

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Spending Authorities

A. Authorities for 1996-97 - Part II of the Estimates**Financial Requirements by Authority**

Vote	(thousands of dollars)	1996-97 Main Estimates	1995-96 Main Estimates
	Royal Canadian Mounted Police External Review Committee		
45	Program expenditures	745	753
(S)	Contributions to employee benefit plans	43	39
	Total Agency	788	792

Votes-Wording and Amounts

Vote	(dollars)	1996-97 Main Estimates
	Royal Canadian Mounted Police External Review Committee	
45	Program Expenditures	745,000

Program by Activities

(thousands of dollars)	<u>1996-97 Main Estimates</u>	1995-96
	Total Requirements	Main Estimates
Royal Canadian Mounted Police External Review Committee	788	792

B. Use of 1994-95 Authorities - Volume II of the Public Accounts

Vote	(dollars)	Main Estimates	Total Available for Use	Actual Use
	Royal Canadian Mounted Police External Review Committee			
45	Program expenditures	662,000	695,800	604,057
(S)	Contributions to employee benefit plans	39,000	39,000	39,000
	Total Program - Budgetary	701,000	734,800	643,057

Section I Program Overview

A. Plans for 1996-97 and Recent Performance

1. Highlights

The Committee has, over the last three years, undertaken several initiatives which resulted in a significant downsizing of its organization and a major restructuring of its activities which resulted in a reduction of its operating expenditures by over 50%. In spite of its ever increasing workload, it has been able to maintain its new streamlined operation and continue to submit high-quality Findings and Recommendations to the RCMP Commissioner.

2. Financial Summaries

Figure 1: Financial Requirements

(thousands of dollars)	Estimates 1996-97	Forecast 1995-96	Change
Royal Canadian Mounted Police External Review Committee	788	792	4
Human Resources (FTE)*	5	5	(0)

* See Figure 4, page 14 for additional information on human resources.

Explanation of Change: The \$4,000 reduction reflects the continuing effects of the significant cost-cutting measures initiated three years ago in keeping with the government's desire to reduce its spending.

3. Review of Financial Performance

Figure 2: 1994-95 Financial Performance

(thousands of dollars)	1994-95		
	Actual	Main Estimates	Change
Royal Canadian Mounted Police External Review Committee	643	701	(58)
Human Resources (FTE)*	5	5	(0)

* See Figure 4, page 14 for additional information on human resources.

Explanation of Change: The difference between the Main Estimates and the actual expenditures for 1994-95 is explained by various reasons, including the successful efforts to restrict the number of formal Committee hearings to the minimum, the reduced costs in having the duties of the Chairperson performed by an acting Chairperson who works on a part-time basis, rather than having them performed by a full-time Chairperson (which has proven to be a fully satisfactory alternative), as well as a further effort to streamline the Committee's review processes.

B. Background

1. Introduction

Each day, members of the RCMP deal with persons who are accused of criminal activities. The Courts impress upon these members the need to respect their human dignity, their rights under common law and the Charter of Rights and Freedoms; indeed the Courts will not turn a blind eye to those members who breach or violate an accused's rights, without regard to the crime of which that person may stand accused. In every institution - and the RCMP is no exception - administrators each day are confronted by a myriad of problems. Each day, decision-making is of necessity often made under considerable pressure. There therefore exists the potential for human error when dealing with its employees who, even when proceeding with the greatest degree of care, may find themselves in circumstances which put their own rights at issue. It is therefore crucial for a member who perceives an injustice in the Force which affects him or her to be treated with dignity and understanding, and to have the same protection that the Courts enforce with respect to those who are alleged to have breached the law.

Although there exist, within the Force, effective mechanisms which deal with employee/employer relations, the RCMP is, still today, the only police force in Canada whose membership is not unionized and able to bargain collectively; its membership is, consequently, not subject to the grievance resolution procedure established under the *Public Service Staff Relations Act* or the *Canada Labour Code*. The Committee is, with the exception of the Court system, the only legislative mechanism available to the members of the RCMP and capable of conducting independent reviews of members' concerns.

By amending the *Royal Canadian Mounted Police Act* (the "*RCMP Act*") in 1986 and creating the Public Complaints Commission and the External Review Committee, the legislators felt that the Canadian public had a vested interest in the establishment of outside bodies which would oversee the operations of the Force, both internally and externally. In reviewing Force activity in matters coming under its jurisdiction, the Committee is not only ensuring that the interests of members are protected vis-à-vis the Force; it is also balancing the interests of the Force and its members with those of the public. The Force exists to serve and protect the public, and the public has a right to expect that the Force will account for the way in which it provides this service. By providing external review, the Committee serves the public as a visible agent of police accountability; a way to introduce civilian participation into the process of balancing public interest in the maintenance of civil liberty and a way to provide civilian input to the administrative management of the Force. In playing the role of a balancing agent, the Committee provides, in its reviews, the ingredients essential to preserving and maintaining the integrity of the Force by ensuring that the rights and welfare of its members are safeguarded, while at the same time maintaining the "let-the-manager-manage" principle.

2. Mandate

The RCMP External Review Committee was created by Part II of the *Royal Canadian Mounted Police Act*, R.S.C., 1985, c. R-10, as amended, as an independent and impartial, quasi-judicial body to review appeals of formal discipline, appeals of discharge or demotion, and certain types of grievances involving regular and civilian members of the RCMP. The Committee independently reviews grievances and appeals referred to it and submits recommendations to the RCMP Commissioner. In its review, the Committee may hold hearings, summon witnesses, administer oaths and receive and accept such evidence as it sees fit.

3. Program Objective

To provide external review of certain types of grievances, formal disciplinary and discharge and demotion appeals which are referred to it by the Royal Canadian Mounted Police.

4. Program Description

The RCMP External Review Committee is a component of a two-level redress mechanism available to members of the Royal Canadian Mounted Police who are not satisfied with disciplinary actions, discharges or demotions, and with other Force decisions, acts or omissions which impact upon their employee rights and in respect of which no other redress process is provided by the *RCMP Act* or its Regulations. The Committee independently reviews grievances and appeals referred to it and submits recommendations to the RCMP Commissioner who acts as the second and last level of the review process. The RCMP Commissioner is not required to accept the recommendations of the Committee, but when he chooses not to do so, he is required to provide his reasons. His decision is final although it is subject to judicial review by the Federal Court.

Under the *RCMP Act*, the RCMP Commissioner refers all appeals of formal discipline and all discharge and demotion appeals to the Committee unless the member of the RCMP requests that the matter not be referred. In addition, pursuant to s. 33 of the *RCMP Act*, the RCMP Commissioner refers certain types of grievances to the Committee in accordance with regulations made by the Governor in Council. Section 36 of the *RCMP Regulations* lists the kind of grievances which the RCMP Commissioner has to refer to the Committee; they are as follows:

- a) the Force's interpretation and application of government policies that apply to government departments and that have been made to apply to members;
- b) the stoppage of pay and allowances of members made pursuant to subsection 22(3) of the *RCMP Act*;
- c) the Force's interpretation and application of the Isolated Posts Directive;
- d) the Force's interpretation and application of the RCMP Relocation Directive; and
- e) administrative discharge on the grounds of physical or mental disability, abandonment of post, or irregular appointment.

In each case, the member may request that the matter not be referred, in which case, the RCMP Commissioner has the discretion whether to refer the matter or not.

The Chairperson of the Committee reviews all matters referred to it. Where the Chairperson is dissatisfied with the RCMP's disposition of the matter he or she may

- a) advise the RCMP Commissioner and the parties of his Findings and Recommendations resulting from his review; or
- b) initiate a hearing to consider the matter. At the end of the hearing the Committee member(s) designated to conduct the hearing will advise the RCMP Commissioner and the parties of the Committee's Findings and Recommendations.

In practice, even when the Chairperson is satisfied with the original disposition, he or she advises the RCMP Commissioner and the parties of the reasons by means of Findings and Recommendations. The RCMP Commissioner may accept or reject the Committee's recommendations but if he rejects a recommendation, he must provide written reasons to the member involved and the Committee.

In conducting its review of matters referred to it, the Committee attempts to achieve a balance amongst the different interests referred to above while ensuring that the principles of administrative law are respected and the remedial approach taken by the *RCMP Act* is followed. In each case, the interests of the individual member of the Force must be balanced against those of the Force's management, of other members and of the force's clients: the public, as represented by Attorneys and Solicitors General.

5. Program Organization for Delivery

Although the legislation provides for a full-time Chairperson, a Vice-Chairperson and three other members who can be appointed on a full-time or part-time basis, and who are available to assist with its work (e.g.: hearings), the Committee is currently operating with two members only: the Vice-Chairperson who acts as Chairperson and another part-time member. The Vice-Chairperson is authorized by the Solicitor General (pursuant to subsection 26(2) of the *RCMP Act*) to exercise the powers and perform the duties of Chairperson. Case review and administrative support are provided by staff who report to the Chairman through the Executive Director. The Committee's offices are located in Ottawa.

C. Planning Perspective

The External Review Committee has very little control over the number or the nature of cases referred to it. The number of grievances referred to the Committee depends, in part, on the number submitted by the membership. Further, the RCMP Commissioner (or his delegate) decides which grievances are to be referred to the Committee. A decision by the RCMP Commissioner to extend the number and nature of referable grievances would increase the Committee's workload. Similarly, the decision to impose formal discipline is one that is taken within the RCMP and the decision to appeal any discipline imposed is taken by the members involved. Should the RCMP decide to impose more frequent, or more harsh, discipline on its members, it is likely that the Committee's workload would, again, increase. Whether the Committee will opt for a full-blown hearing in any given case as opposed to limiting itself to a file review is also unpredictable, as these decisions are made on a case by case basis. Consequently, it is quite difficult for the Committee to predict what its workload will be in the future.

In addition to general trends in society and in labour relations, more specific factors can influence the number and nature of matters referred to the Committee. These include such factors as:

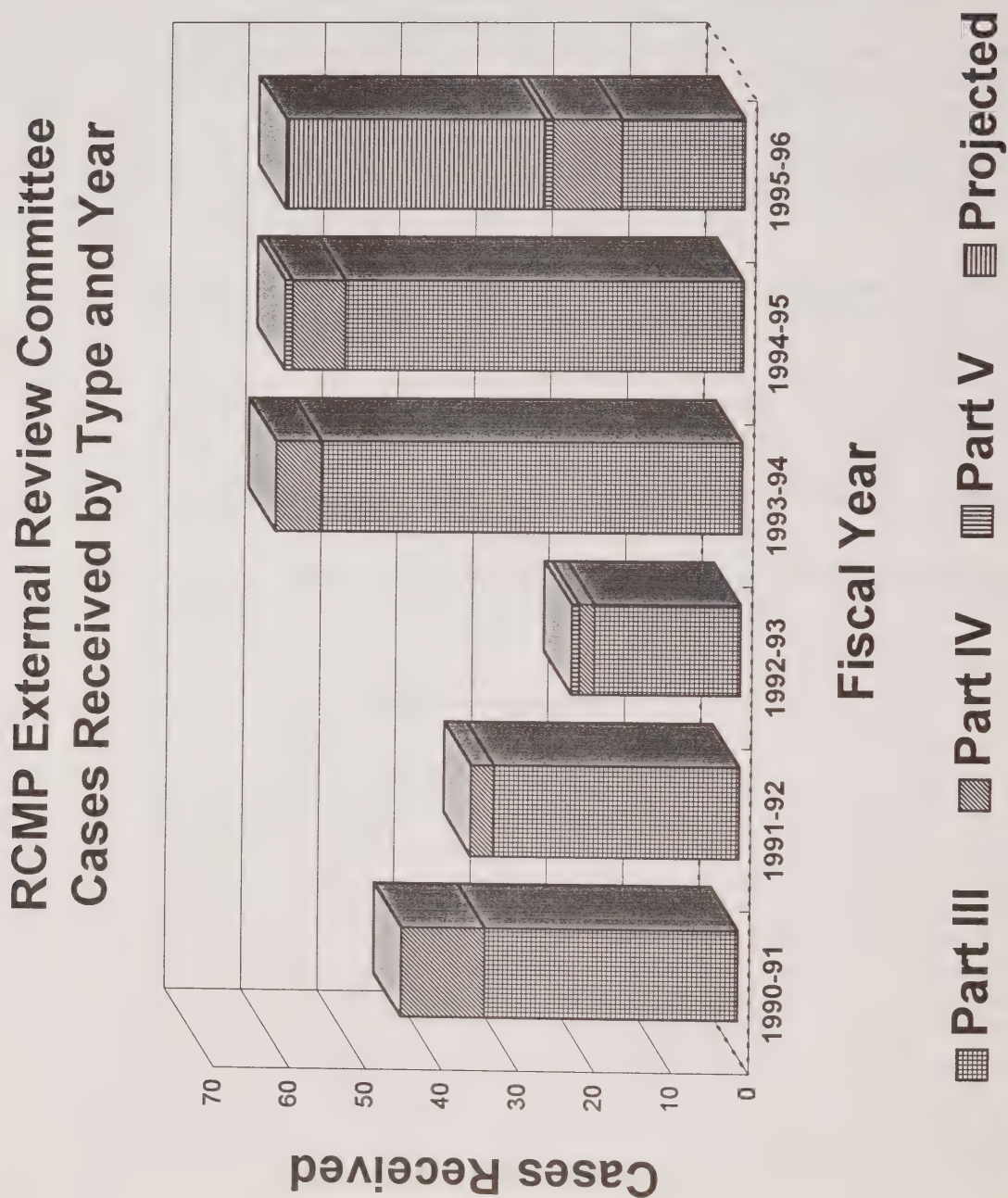
- the recessionary climate and its effects on compensation levels, housing values, etc.;
- the activities of the RCMP Public Complaints Commission which conduct investigations in matters pertaining to members' conduct;
- any future amendments to the *RCMP Act* or changes to the RCMP's employer status.

D. Program Performance and Resource Justification

While following the trends evident in Canadian labour relations cases generally, the Committee's recommendations must be relevant to the RCMP if they are to be useful. One criterion which could be used to evaluate the outcome is the fairness of the process by which files are reviewed and recommendations made. Although it is not easy to test this, an indicator of the degree to which the members of the RCMP perceive the Committee's work to be fair is the fact that to the best of the Committee's knowledge, only one member out of more than 250 who have submitted their case through the Committee has, so far, requested that a matter not be referred to the Committee. This can be taken as evidence that the Committee's work is perceived by members of the RCMP as being fair to them. On the other hand, the degree to which the Committee's recommendations are deemed to be fair to the RCMP can be inferred from the number of times the RCMP Commissioner accepts the Committee's recommendations. In well over 90% of the grievances reviewed by the Committee since its creation, the RCMP Commissioner has either agreed with the Committee's recommendations and reasons or agreed with the recommended action albeit for different reasons. This can be taken as evidence that the Committee's work is perceived by management of the RCMP as being fair.

To date, the Committee has received grievances representing the direct interests of over 250 members of the Force from the rank of special constable up to chief superintendent. Furthermore, often, when the Committee deals with a grievance of one member, it can resolve the concerns or questions of hundreds of other members, and it can also result in the revision of RCMP policies and procedures. The Committee's recommendations need not limit themselves to solving immediate problems. They can serve the more profound purpose of influencing the RCMP as a whole in the improvement or elaboration of new human resource policies.

Table 1 - Cases received by fiscal year - Part III (Grievances), Part IV (Formal Discipline) and Part V (Discharge and Demotion) - RCMP ACT



Section II
Supplementary Information

Profile of Program Resources**1. Financial Requirements by Object****Figure 3: Details of Financial Requirements by Object**

(thousands of dollars)	Estimates 1996-97	Forecast 1995-96	Actual 1994-95
Personnel			
Salaries and wages	296	300	306
Contributions to employee benefit plans	43	39	39
Sub-Total	339	339	345
Goods and Services			
Transportation and Communications	50	50	33
Information	15	15	0
Professional and special services	330	334	187
Rentals	9	9	8
Purchased repair and upkeep	5	5	-
Utilities, materials and supplies	10	10	20
Other subsidies and payments	-	-	1
Internal Sources	-	-	29
Minor Capital ¹	30	30	20
Sub-Total	449	453	298
Total Requirements	788	792	643

1 Minor capital is the residual after the amount of controlled capital has been established. In accordance with the Operating Budget Principles, these resources would be interchangeable with personnel and goods and services expenditures.

2. Personnel Requirements

Figure 4: Details of Personnel Requirements

	Full Time Equivalents*			1995-96 **
	Estimates 1996-97	Forecast 1995-96	Actual 1994-95	Current Salary Range
Senior Management	1	1	1	63,000-128,900
Administrative and Foreign Services	4	4	4	17,994-75,002
Administrative Support	0	0	0	16,999-41,724
	5	5	5	

* Full-time equivalent (FTE) is a measure of human resource consumption based on average levels of employment. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work. FTEs are not subject to Treasury Board control but are disclosed in Part III of the Estimates in support of personnel expenditure requirements specified in the Estimates.

** The current range column shows the salary ranges by occupational group as at October 1, 1993.

3. Total Cost of Program

The Estimates of the Program include only those expenditures to be charged to its votes and statutory authorities. Figure 5 provides details of other items which need to be taken into account to arrive at the estimated total cost of the Program.

Figure 5: Total Estimated Cost of the Program for 1996-97

(thousands of dollars)	Main Estimates 1996-97	Add* Other Costs	Estimated Total Program Cost	
			1996-97	1995-96
	788	97	885	883

* Other costs of \$97,000 include the following:

	(\$000)
• Services provided by PWGSC	80
• Costs paid by the Treasury Board	17

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Griefs	7-12
Incapacité (physique ou mentale)	9
Loi sur la GRC	8,9
Loi sur les relations de travail dans la fonction publique	7
Mandat	8
Mesures disciplinaires graves	8
Mode de nomination irrégulier	9
Personnel	4,5,13
avantages sociaux	14
besoins en personnel	2,6,7,14
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Postes isolés	9
Président du Comité	9,10
Présidente intérimaire	7
Principes du droit administratif	9
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Réinstallation	9
Renvoi	2,8-12
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Résultats financiers	2,7
Rétrogradation	12
Solliciteur général	10
Vice-présidente	10

Tableau 4: Détails des besoins en personnel

Échelle des traitements 1995-1996 **	Équivalents temps plein*			Cadres
	Budget des dépenses 1996-1997	Prévu 1995-1996	Réel 1994-1995	
63 000-128 900	1	1	1	Administration et service extérieur
17 994-75 002	4	4	4	Soutien administratif
16 999-41 724	0	0	0	
	5	5	5	

* L'expression " équivalents temps plein " désigne la mesure de l'utilisation des ressources humaines fondée sur les niveaux moyens d'emploi. L'ETP indique le nombre d'heures de travail fournies par l'employé chaque semaine, à l'aide du coefficient des heures de travail assignées, divisées par les heures de travail normales. Ces ETP ne sont pas assujettis au contrôle du Conseil du Trésor, mais il en est fait état dans la Partie III du Budget des dépenses au regard des besoins en dépenses de personnel indiquées dans le Budget des dépenses.

** La colonne du traitement moyen indique l'échelle de traitement par groupe professionnel au 1^{er} octobre 1993.

3. Coût total du Programme

Le Budget des dépenses du Programme ne comprend que les dépenses qui doivent être imputées sur ses crédits votés. Le tableau 5 présente d'autres éléments de coût dont il faut tenir compte pour obtenir le coût total estimatif du Programme.

Tableau 5: Coût total du Programme pour 1996-1997

(en milliers de dollars)		Budget principal 1996-1997	Plus autres Coûts *	Coût total estimatif du Programme 1996-1997
		788	97	885
				883

* Les autres coûts de 97 000 \$ comprennent:

- Services fournis par TPSCG
- Frais payés par le Conseil du Trésor

Aperçu des ressources du Programme

1. Besoins financiers par article

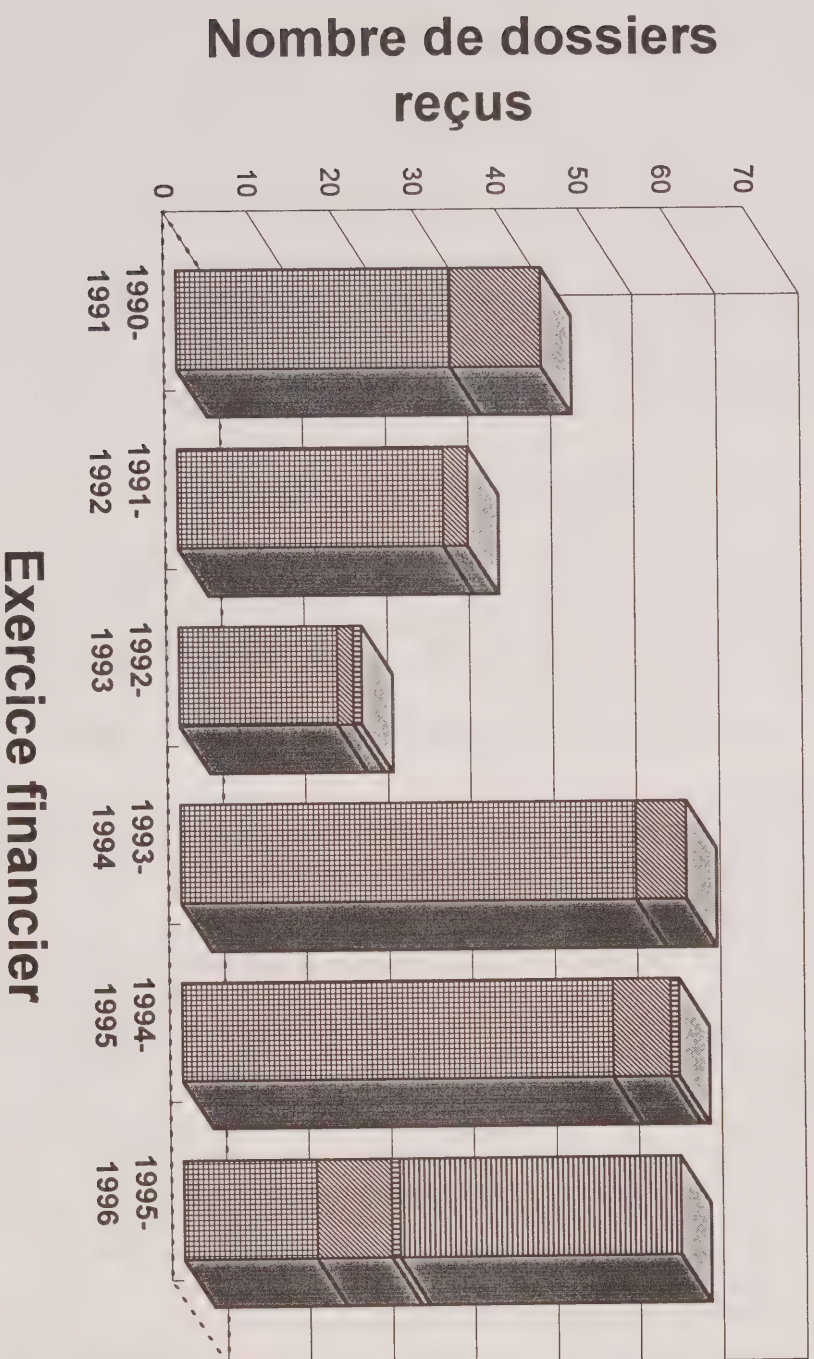
Tableau 3: Détails des besoins financiers par article

(en milliers de dollars)			
Budget des dépenses		Prévu	Réel
		1995-1996	1994-1995
Personnel			
Traitement des salaires	296	300	306
Contributions aux régimes	43	39	39
d'avantages sociaux des employés			
Sous-total	339	339	345
Biens et Services			
Transports et communications	50	50	33
Information	15	15	0
Services professionnels et spéciaux	330	334	187
Location	9	9	8
Achat de services de réparation et d'entretien	5	5	-
Services publics, fournitures, et approvisionnements	10	10	20
Autres subventions et paiements	-	-	1
Sources internes	-	-	29
Dépenses en capital secondaires ¹	30	30	20
Sous-total	449	453	298
Total des besoins financiers	788	792	643

¹ Le facteur "dépenses en capital secondaires" correspond au montant qui reste après que le montant des dépenses en capital a été décidé. D'après les principes qui sous-tendent le budget de fonctionnement, ces ressources sont censées être interchangeables avec les dépenses touchant le personnel et celles qui concernent les biens et services.

Comité externe d'examen de la GRC

Charge de travail



 **Partie III**
 **Partie IV**
 **Partie V**
 **Projeté**

Jusqu'à maintenant, le Comité a reçu des griefs représentant les intérêts directs de plus de deux cents cinquante membres de la GRC, du grade de gendarme spécial à celui de surintendant principal. Bien souvent, en traitant le grief d'un membre, le Comité peut régler les problèmes ou répondre aux questions de certaines d'autres membres, et il peut également en résulter une révision des politiques et des procédures de la GRC. Dans ses recommandations, le Comité ne doit pas se contenter de régler les problèmes immédiats. Elles peuvent servir une cause beaucoup plus profonde en amenant la GRC dans son ensemble à élaborer de nouvelles politiques sur les ressources humaines ou à améliorer celles déjà en place.

fonctionne actuellement avec deux membres seulement : la vice-présidente, qui agit comme présidente, et un membre à temps partiel. Le Solliciteur général a autorisé la vice-présidente (en vertu du paragraphe 26(2) de la *Loi sur la GRC*) à remplacer le président. L'examen des cas et le soutien administratif sont assurés par un personnel qui relève de la présidente par l'entremise du directeur exécutif. Le Comité a ses bureaux à Ottawa.

C. Perspective de planification

Le Comité externe d'examen a très peu de contrôle sur le nombre de cas qui lui sont soumis ou sur leur nature. Le nombre de griefs présentés au Comité dépend en partie du nombre soumis par des membres de la GRC. Par ailleurs, le Commissaire de la GRC (ou son représentant) décide de quels griefs sera saisi le Comité. Par conséquent, si le Commissaire de la GRC décidait d'augmenter le nombre de griefs pouvant être renvoyés et d'en élargir l'éventail, la charge de travail du Comité s'alourdirait. De même, la décision d'imposer des mesures disciplinaires graves est prise à l'intérieur de la GRC, tandis que la décision d'appeler de toute mesure disciplinaire imposée est prise par le membre en cause. Si la GRC décidait d'imposer plus souvent à ses membres des mesures disciplinaires, ou de les rendre plus sévères, il y a fort à parier que dans ce cas également, la charge de travail du Comité s'alourdirait. Il est aussi impossible de prévoir si le Comité décidera de tenir une audience complète dans un cas donné plutôt que de se limiter à un examen du dossier, car cette décision est prise cas par cas. Par conséquent, il est fort difficile pour le Comité de prévoir ce que sera sa charge de travail.

Il existe, outre les tendances générales que l'on observe dans la société et dans les relations de travail, des facteurs plus précis qui peuvent avoir une incidence sur le nombre et la nature des affaires renvoyées devant le Comité. Il s'agit notamment des facteurs suivants :

- le climat de récession et ses effets sur la rémunération, la valeur des maisons, etc.;
- les activités de la Commission des plaintes du public contre la GRC qui mène des enquêtes sur des questions touchant la conduite de membres de la GRC;
- toute modification apportée à la *Loi sur la GRC* ou au statut d'employeur de la GRC.

D. Rendement du Programme et justification des ressources

Pour être utiles, les recommandations du Comité doivent non seulement suivre les tendances qui se manifestent dans les causes canadiennes de relations de travail en général, mais aussi être adaptées au contexte de la GRC. Un critère qui pourrait être utilisé pour évaluer les résultats est l'équité du processus d'examen des dossiers et de formulation des recommandations. Bien que ce soit une donnée difficile à vérifier, un indicateur de la mesure dans laquelle les membres de la GRC perçoivent le travail du Comité comme étant équitable est le fait que, pour autant que le Comité sache, seulement un membre a jusqu'ici renoncé au renvoi de son cas devant le Comité. On peut y voir la preuve que le Comité est perçu par les membres de la GRC comme étant juste à leur endroit. Par ailleurs, on peut juger de la mesure dans laquelle les recommandations du Comité sont perçues comme étant justes envers la GRC par le nombre de fois que le Commissaire de la GRC les accepte. Depuis la création du Comité, dans plus de 90 % des griefs examinés, le Commissaire de la GRC a été en accord avec les recommandations du Comité et avec les motifs invoqués, ou en accord avec ses recommandations, mais pour des raisons différentes. On peut y voir la preuve que le Comité est perçu par la direction de la GRC comme étant juste dans son travail.

De plus, en vertu de l'article 33 de la Loi sur la GRC, le Commissaire de la GRC renvoie les griefs devant le Comité en conformité avec le règlement adopté par le gouverneur en conseil. L'article 36 du Règlement de la GRC limite à ce qui suit les griefs qui doivent être renvoyés devant le Comité :

- a) les griefs relatifs à l'interprétation et à l'application, par la GRC, des politiques gouvernementales visant les ministères qui ont été étendues aux membres;
- b) les griefs relatifs à la cessation, en application du paragraphe 22(3) de la Loi sur la GRC, de la solde et des allocations des membres;
- c) les griefs relatifs à l'interprétation et à l'application, par la GRC, de la Directive sur les postes isolés;
- d) les griefs relatifs à l'interprétation et à l'application, par la GRC, de la Directive de la GRC sur la réinstallation; et
- e) les griefs relatifs aux renvois, par mesure administrative, pour les motifs d'incapacité physique ou mentale, d'abandon de poste ou d'irrégularité dans le mode de nomination.

Le membre en cause peut toujours demander que son cas ne soit pas renvoyé devant le Comité. Le Commissaire de la GRC a alors le choix de procéder ou non au renvoi du cas.

Le président du Comité examine tout cas qui lui est renvoyé. S'il n'est pas satisfait de la façon dont la GRC a réglé le différend, il peut

- a) aviser le Commissaire de la GRC et les parties de ses conclusions et recommandations; ou

- b) ordonner la tenue d'une audience afin de tirer l'affaire au clair. Le ou les membres du Comité désignés pour tenir l'audience informant subséquemment le Commissaire de la GRC et les parties des conclusions et recommandations du Comité.

Dans la pratique, même lorsqu'il est satisfait du règlement initial, le président informe le Commissaire de la GRC et les parties de ses motifs en énonçant ses conclusions et recommandations. Le Commissaire de la GRC peut accepter ou rejeter les recommandations du Comité, mais s'il opte pour le rejet, il doit fournir des motifs écrits au membre en cause et au Comité. Dans l'exécution de son travail d'examen, le Comité tente d'assurer un équilibre entre les différents intérêts mentionnés précédemment, tout en veillant à ce que les principes du droit administratif et les recours prévus par la Loi sur la GRC soient respectés. Dans chaque cas, il faut mettre dans la balance, d'un côté, les intérêts du membre en cause, et de l'autre côté, les intérêts de la direction de la GRC, des autres membres et des clients de la GRC, soit le public, qui est représenté par les procureurs généraux et les solliciteurs généraux.

5. Organisation du Programme en vue de son exécution

Même si, aux termes de la loi, il est censé être composé d'un président à temps plein, d'un vice-président et de trois autres membres pouvant être nommés à temps plein ou à temps partiel et qui peuvent l'aider à réaliser son travail (p. ex., les audiences), le Comité externe d'examen de la GRC

En modifiant la *Loi sur la Gendarmerie royale du Canada* (la "*Loi sur la GRC*") en 1986 et en créant la Commission des plaintes du public et le Comité externe d'examen, le législateur estimait qu'il y allait de l'intérêt direct de tous les Canadiens de mettre en place des organismes indépendants chargés de surveiller les activités de la GRC, tant à l'intérieur qu'à l'extérieur de l'organisme. En examinant des activités de la GRC dans des domaines qui relèvent de sa compétence, le Comité voit au respect des intérêts des membres vis-à-vis de la GRC et s'assure d'un juste milieu entre les intérêts de la GRC et de ses membres et ceux du public. La GRC existe pour servir et protéger le public, et ce dernier est en droit de s'attendre à ce que la GRC lui rende compte de la façon dont elle assume ses responsabilités. Le Comité externe d'examen sert le public en voyant à ce que la GRC respecte son obligation de rendre compte, et en faisant participer les civils au processus visant à assurer l'intérêt du public par le maintien des libertés civiles ainsi qu'à la gestion administrative de la GRC. En remplissant son rôle, le Comité fournit, dans ses examens, les éléments essentiels au maintien de l'intégrité de la GRC et à la garantie des droits et du bien-être de ses membres, tout en observant le principe selon lequel il faut "laisser le gestionnaire gérer".

2. Mandat

Le Comité externe d'examen de la GRC a été créé en vertu de la partie II de la *Loi sur la Gendarmerie royale du Canada* (L.R.C. (1985), ch. R-10, telle que modifiée, en tant que tribunal quasi judiciaire indépendant et impartial. Il est chargé d'examiner les appels portant sur des mesures disciplinaires graves, les appels portant sur des décisions de renvoi ou de rétrogradation et certains types de griefs qui sont présentés par des membres réguliers ou civils de la GRC. Le Comité examine de façon indépendante les griefs et les appels qui lui sont présentés et soumet ses recommandations au Commissaire de la GRC. Dans l'exécution de son mandat, le Comité peut tenir des audiences, assigner des témoins, faire prêter serment ainsi que recevoir et accepter des preuves, comme il le juge bon.

3. Objectif du Programme

Assurer un examen externe de certains types de griefs, ainsi que des appels portant sur des mesures disciplinaires graves ou des mesures de renvoi ou de rétrogradation qui lui sont soumis par la Gendarmerie royale du Canada.

4. Description du Programme

Le Comité externe d'examen de la GRC est un élément du mécanisme de recours à deux paliers auquel les membres de la GRC peuvent avoir recours s'ils ne sont pas satisfaits des mesures disciplinaires ou des décisions de renvoi ou de rétrogradation dont ils font l'objet, ou encore de tout autre geste, décision ou omission de la GRC pouvant avoir une incidence sur leurs droits en tant qu'employés et à l'égard desquels la *Loi sur la GRC* et son règlement d'application ne prévoient aucune autre procédure de recours. Le Comité examine de façon indépendante les griefs et les appels qui lui sont présentés et soumet ses recommandations au Commissaire de la GRC qui représente le deuxième et dernier palier du processus d'examen. Le Commissaire de la GRC n'est pas tenu d'accepter les recommandations du Comité; toutefois, s'il ne les accepte pas, il doit dire pourquoi. Sa décision est finale, quoique pouvant être assujettie à une révision judiciaire par la Cour fédérale.

Aux termes de la *Loi sur la GRC*, le Commissaire de la GRC renvoie devant le Comité tous les appels relatifs à des mesures disciplinaires graves et tous les appels relatifs à des mesures de renvoi ou de rétrogradation, à moins que le membre de la GRC en cause ne s'oppose à un tel renvoi.

Tableau 2: Résultats financiers en 1994-1995

(en milliers de dollars)			
Différence	Budget principal	Réel	Comité externe d'examen de la Gendarmerie royale du Canada
1994-1995			643
			701
(58)			
(0)	5	5	Ressources humaines (ETP)*

* Voir renseignements supplémentaires sur les ressources humaines, au tableau 4, page 14.

Explication de la différence : La différence entre le Budget des dépenses principal et les dépenses réelles pour 1994-1995 est due à divers facteurs, notamment aux efforts déployés avec succès afin de réduire au minimum le nombre d'audiences officielles du Comité et à la réduction des coûts attribuable au fait que la présidence est assurée à temps partiel plutôt qu'à temps plein (solution de rechange qui s'est avérée entièrement satisfaisante) ainsi qu'à un effort supplémentaire visant à rationaliser les processus d'examen du Comité.

B. Données de base

1. Introduction

Chaque jour, les membres de la GRC ont affaire à des personnes qui sont accusées d'actes criminels. Les tribunaux insistent pour que ces membres respectent la dignité humaine des accusés et les droits qui leur sont garantis en vertu du droit commun et de la Charte canadienne des droits et libertés. En effet, le système judiciaire veille à ce que les membres de la GRC ne violent ni n'enfreignent les droits des accusés, quels que soient les crimes qui leur sont reprochés. Dans toute institution - et la GRC ne fait pas exception à la règle - les administrateurs sont confrontés chaque jour à de nombreux problèmes. Forcément, c'est sous une pression considérable que, tous les jours, ils doivent prendre certaines décisions. Par conséquent, l'erreur humaine est toujours possible lorsqu'on a affaire à des employés qui, même en agissant avec une prudence extrême, peuvent se trouver dans des situations où leurs propres droits sont en jeu. Il est donc crucial de traiter avec dignité et compréhension le membre qui s'estime être victime d'une injustice au sein de la GRC. Il importe également que ce membre bénéficie de la même protection que celle assurée par les tribunaux aux personnes soupçonnées d'avoir enfreint la loi.

Bien qu'il existe, au sein de la GRC, des mécanismes efficaces qui régissent les relations de travail, la GRC est encore aujourd'hui le seul corps policier au Canada dont les membres ne sont pas syndiqués et ne peuvent négocier collectivement. En conséquence, ses membres ne sont pas visés par le mécanisme de règlement des griefs mis en place aux termes de la *Loi sur les relations de travail dans la fonction publique* ou du *Code canadien du travail*. Outre le système judiciaire, le Comité est le seul recours législatif offert aux membres de la GRC et pouvant effectuer des examens indépendants au sujet de leurs préoccupations.

A. Plans pour 1996-1997 et rendement récent

1. Points saillants

Depuis trois ans, le Comité a entrepris plusieurs projets qui ont entraîné une réduction considérable de sa taille ainsi qu'une restructuration importante de ses activités. Ces initiatives ont permis de diminuer les dépenses de fonctionnement du Comité de plus de 50 p. 100. Malgré que sa charge de travail ait augmenté, le Comité a réussi à maintenir sa nouvelle structure rationalisée et continue de présenter au Commissaire de la GRC des conclusions et des recommandations de grande qualité.

2. Sommaire des besoins financiers

Tableau 1: Besoins financiers			
(en milliers de dollars)			
Budget des dépenses		Prévu	Différence
1996-1997		1995-1996	
Comité externe d'examen de la			
Gendarmerie royale du Canada		788	792
Ressources humaines (ETP)*		5	5
			(0)

* Voir renseignements supplémentaires sur les ressources humaines au tableau 4, page 14.

Explication de la différence : La réduction de \$4 000 est attribuable aux effets continus des importantes mesures de réduction des coûts prises il y a trois ans, en conformité avec l'intention du gouvernement de réduire ses dépenses.

Programme par activité

(en milliers de dollars)		Comité externe d'examen de la Gendarmerie royale du Canada	
Budget principal 1996-1997	Total des besoins financiers	788	
Budget principal 1995-1996			792

B. Emploi des autorisations en 1994-1995 - Volume II des Comptes publics

Crédits (dollars)		Comité externe d'examen de la Gendarmerie royale du Canada	
Budget principal	Total disponible	Emploi réel	
Dépenses du Programme			
662 000	695 800	604 057	40
Contributions aux régimes			
39 000	39 000	39 000	(L)
d'avantages sociaux des employés			
701 000	734 800	643 057	Total du Programme - Budgétaire

Autorisations de dépenser

A. Autorisations pour 1996-1997 - Partie II du Budget des dépenses

Besoins financiers par autorisation

Crédits (en milliers de dollars)		Budget principal 1996-1997	Budget principal 1995-1996
45	Dépenses du Programme	745	753
	Contributions aux régimes		
	d'avantages sociaux des	43	39
	employés		
Total de l'organisme		788	792

Crédits - Libellé et sommes demandées

Crédits (dollars)		Budget principal 1996-1997
45	Comité externe d'examen de la Gendarmerie royale du Canada	
	Dépenses du Programme	745, 000

Autorisations de dépenser

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Conçu pour servir de document de référence, le présent plan de dépenses propose à ses utilisateurs différents niveaux d'information pouvant répondre à leurs besoins propres.

Le document comprend deux sections. La section I présente un aperçu et une description du Programme, des données de base, les objectifs et les perspectives en matière de planification, ainsi que des données sur le rendement qui servent à justifier les ressources demandées. La section II fournit de plus amples renseignements sur les coûts et les ressources ainsi que des analyses spéciales qui permettront au lecteur de mieux comprendre le Programme.

La section I est précédée des autorisations de dépenser provenant de la Partie II du Budget des dépenses et du Volume II des Comptes publics. Cette façon de procéder a pour objet d'assurer une certaine continuité avec les autres documents budgétaires et de permettre l'évaluation des résultats financiers du Programme au cours de l'année écoulée.

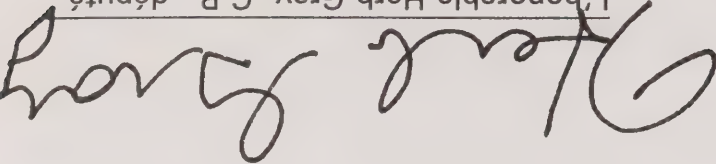
Ce document permettra au lecteur de trouver facilement les renseignements qu'il cherche. La table des matières expose en détail le contenu de chaque section. En outre, dans tout le document, des renvois permettent au lecteur de trouver de plus amples renseignements sur les postes de dépenses qui l'intéressent particulièrement.

À noter que, conformément aux principes qui sous-tendent le budget de fonctionnement, l'utilisation des ressources dont il est fait état dans le plan des dépenses est mesurée en "équivalents temps plein" (ETP). L'ETP exprime la durée du travail fourni par l'employé chaque semaine à l'aide du coefficient des heures assignées, divisées par les heures normales de travail.

Budget des dépenses 1996-1997

Partie III

Comité externe d'examen de la
Gendarmerie royale du Canada


L'honorable Herb Gray, C.P., député
Solliciteur général

Les documents budgétaires

Le Budget des dépenses du gouvernement du Canada est divisé en trois parties. Commentant par un aperçu des dépenses totales du gouvernement dans la Partie I, les documents deviennent de plus en plus détaillés. Dans la Partie II, les dépenses sont décrites selon les ministères, les organismes et les programmes. Cette partie renferme aussi le libellé proposé des conditions qui s'appliquent aux pouvoirs de dépenser qu'on demande au Parlement d'accorder. Dans les documents de la Partie III, on fournit des détails supplémentaires sur chacun des ministères ainsi que sur leurs programmes surtout axés sur les résultats attendus en contrepartie de l'argent dépensé.

Les instructions sur la façon de se procurer ces documents se trouvent sur le bon de commande qui accompagne la Partie II.

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Comité externe
d'examen de la
Gendarmerie royale
du Canada

Budget des dépenses
1996-1997

Partie III

Plan de dépenses



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Royal Canadian Mounted Police Public Complaints Commission

1996-97
Estimates



ISBN 0-660-59944-9



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Part III

Expenditure Plan

The Estimates Documents

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

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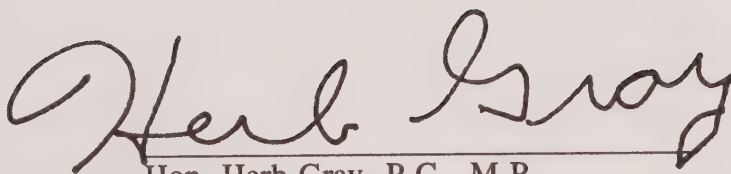
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1996-97 Estimates

Part III

**Royal Canadian Mounted Police
Public Complaints Commission**

A handwritten signature in dark ink, reading "Herb Gray". The signature is written in a cursive style with a horizontal line underneath the name.

Hon. Herb Gray, P.C., M.P.
Solicitor General

Preface

This Expenditure Plan is designed to be used as a reference document, and contains several levels of detail to respond to the various needs of its audience.

The Plan is divided into two sections. Section I presents an overview of the Program, including a description, information on its background, objectives and planning perspective, and performance information that forms the basis for the resources requested. Section II gives further information on costs and resources, together with special analyses that the reader may require to understand the Program more fully.

Section I is preceded by details of Spending Authorities from Part II of the Estimates and Volume II of the Public Accounts. This format provides continuity with other Estimates documents and helps in assessing the Program's financial performance over the past year.

This document is designed to permit easy access to specific information. The table of contents provides a detailed guide to the contents of each section. Cross-references throughout the document allow the reader to find more details on items of particular interest.

It should be noted that, in accordance with the Operating Budget principles, human resource consumption reported in this Expenditure Plan will be measured in terms of employee full-time equivalents (FTE). FTE factors cut the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work.

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A. Authorities for 1996-97 - Part II of the Main Estimates

Financial Requirements by Authority

Vote (thousands of dollars)		1996-97 Main Estimates	1995-96 Main Estimates
Royal Canadian Mounted Police Public Complaints Commission			
50	Program expenditures	3,275	3,298
(S)	Contributions to employee benefit plans	256	229
Total Agency		3,531	3,527

Votes - Wording and Amounts

Vote (dollars)		1996-97 Main Estimates
Royal Canadian Mounted Police Public Complaints Commission		
50	Royal Canadian Mounted Police Public Complaints Commission Program Expenditures	3,275,000

Program by Activity

(thousands of dollars)	1996-97 Main Estimates		1995-96 Main Estimates
	Budgetary	Total	
	Operating		
Royal Canadian Mounted Police Public Complaints Commission	3,531	3,531	3,527
	3,531	3,531	3,257

Section I

Program Overview

A. Program Introduction

1. Mandate

The RCMP Public Complaints Commission (the Commission) is an independent agency of the federal government established in 1986 by amendments to the *Royal Canadian Mounted Police Act*. Part VI of the *RCMP Act* sets out the structure of the Commission and the duties and responsibilities of its members, who are appointed by Order of the Governor in Council. Part VII sets out the process for the receipt and review of complaints from the public concerning the conduct of members of the RCMP. This process includes the power of the Commission to receive complaints and to send them to the RCMP for investigation and disposition. Part VII also provides complainants with the right to have the RCMP's disposition of their complaints reviewed by the Commission. The review process as set out in Part VII gives the Chairman the power to investigate complaints as well as to hold public hearings to inquire into complaints. The Chairman also has the power to initiate complaints when he is satisfied there are reasonable grounds to do so.

Order in Council P.C. 1986-2904 designates the Commission as a department for the purposes of the *Financial Administration Act* and the *Public Service Employment Act*.

2. Program Objective

The purpose of the Commission is to provide the public with an opportunity to make complaints concerning the conduct of members of the RCMP in the performance of their functions or duties and to have the disposition of those complaints by the RCMP reviewed by an independent government organization.

B. Program Plans and Requirements

1. Environment

Organization Structure: The Commission consists of a full-time Chairman and Vice-Chairman, members for each contracting province and territory, and not more than three other members. All are appointed by Order of the Governor in Council for five years. With the exception of the Chairman, each member could have an alternate, who would be similarly a Governor-in-Council appointee. The Chairman and Vice-Chairman are full-time members. The members and alternates are part-time members. The main function of members is to conduct hearings to which they have been assigned by the Chairman. The establishment and organization of the Commission is provided for in Part VI of the *RCMP Act*.

Each province and territory that contracts with the RCMP for policing services is represented on the Commission by a member for that jurisdiction. The provincial or territorial minister or other elected representative responsible for policing in each contracting jurisdiction must be consulted before the appointment of such a Commission member. No member of the RCMP may be appointed.

The Chairman is the chief executive officer of the Commission, and may delegate his statutory powers, duties and functions to the Vice-Chairman, except for the power to delegate and the Chairman's responsibility for the Annual Report of the Commission.

The Commission's organizational structure, including the two Regional Offices, is illustrated below in Section 3. One Regional Office is located in Vancouver, British Columbia and is responsible for complaints from the Yukon and British Columbia. The other is located in Edmonton, Alberta and is responsible for complaints from the Northwest Territories and the Prairie provinces. Each Regional Office is staffed by a Regional Director, investigators and support personnel. The Head Office of the Commission, located in Ottawa, is responsible for complaints from Ontario, Quebec and the Atlantic provinces. As a result of the government's review of federal agencies, boards and commissions, the positions of Vice-Chairman and alternate members may be abolished.

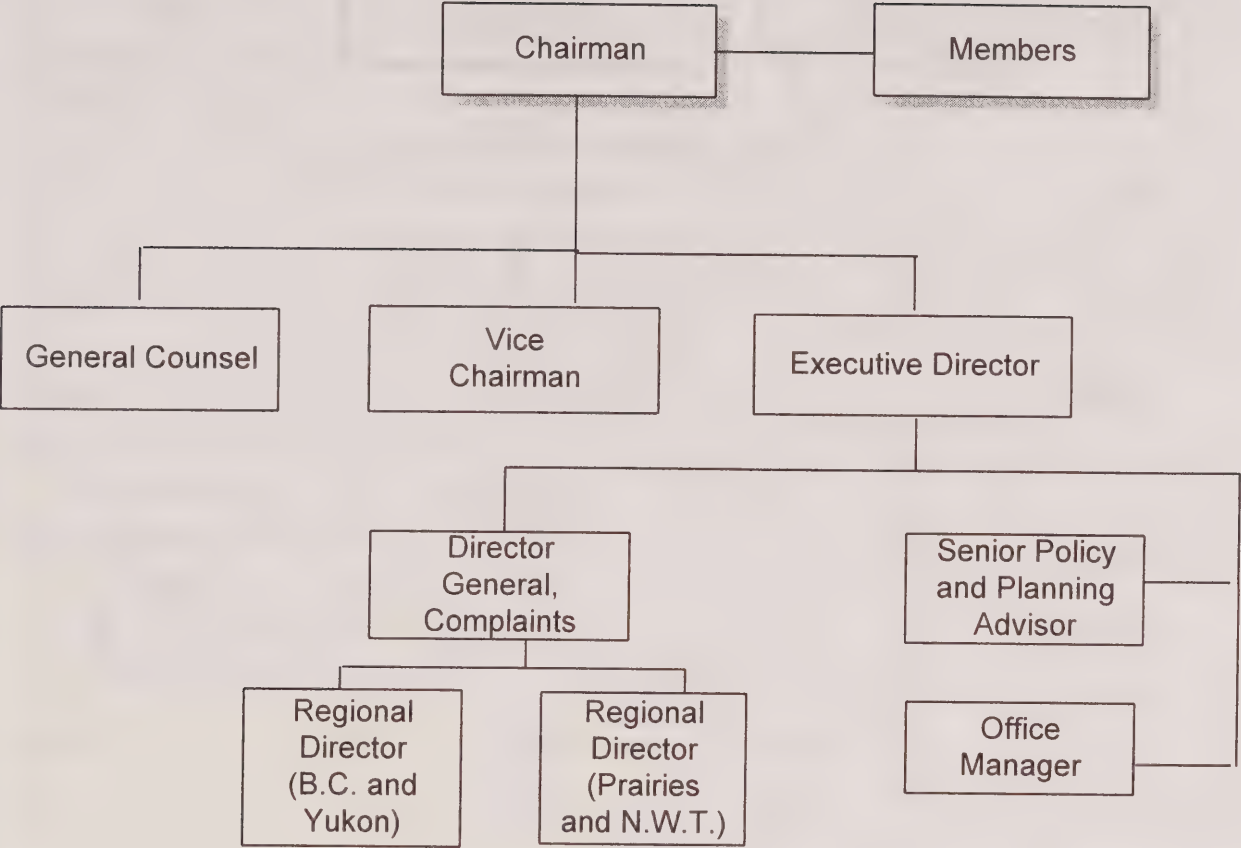
Activity Structure: The Commission has one activity, which is identical to the Program. This activity involves three principal functions: complaint receipt and review, public information and administration.

2. Plans for 1996-97

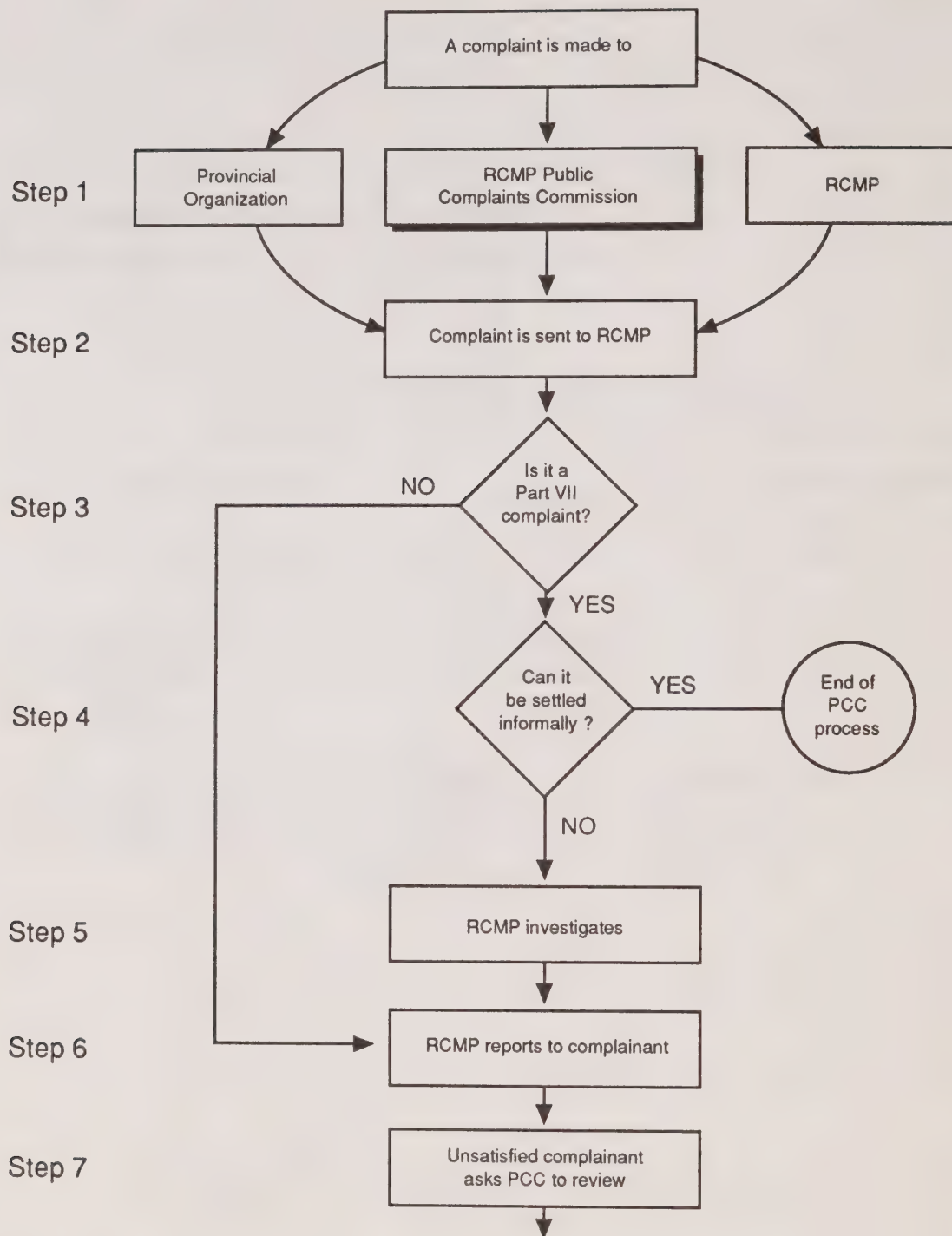
The Commission's plans for the 1996-97 fiscal year are as follows:

- Review of complaints
 - The Commission will be reducing the time it takes to carry out its reviews, especially in those cases where there are no investigations or public hearings.
- Human resources
 - The Commission will continue to provide for the career development, training and motivation of its employees;
 - a grievance procedure and employee safety and security directives will be developed; and
 - work on the employment equity plan will continue.
- Communications
 - The Commission will explore new ways to reach aboriginal communities, as well as the Canadian public in general;
 - the Commission will take the necessary steps to put a strategic communication plan into effect.
- Provisions of services
 - Using the results of the survey of complainants and RCMP members, the Commission will explore new methods for providing services to our clients;
 - the Commission will continue to make changes to the complaint and review processes in order to ensure quality service provision, by means of
 - improving its information technology system, and
 - responding to the recommendations of the auditor;
 - the Commission will work with the RCMP to suggest improvements to the *RCMP Act* so as to facilitate the operations of the Commission.

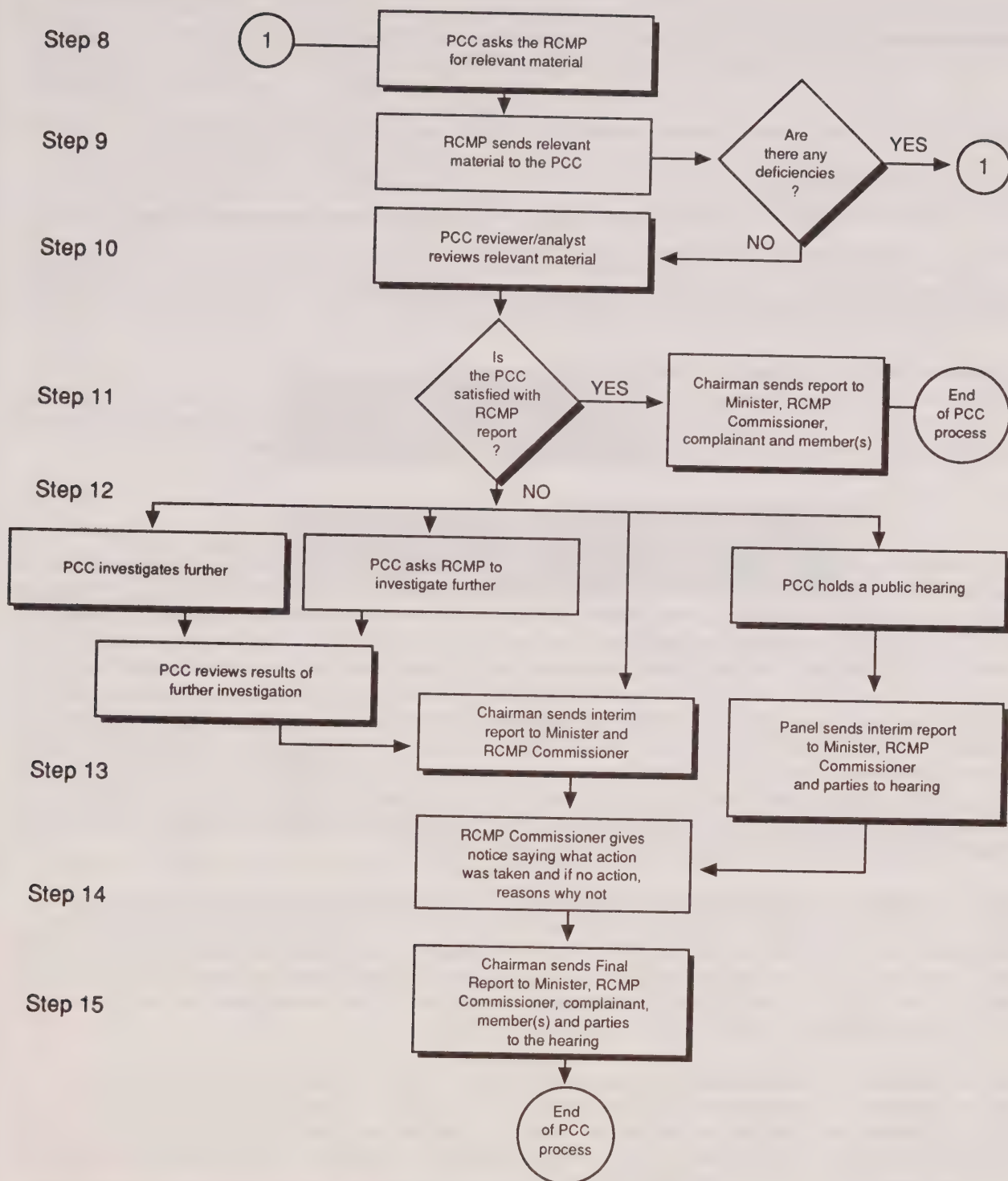
3. Organization Chart



4. Complaint Receipt and Review Process



Note: Shaded boxes show involvement of RCMP Public Complaints Commission.



Note: Shaded boxes show involvement of RCMP Public Complaints Commission.

5. Summary of Financial Requirements

(thousands of dollars)	Estimates 1996-97	Forecast 1995-96	Main Estimates 1994-95
Royal Canadian Mounted Police Public Complaints Commission	3,531	3,527	3,708
Human Resources* (FTE)	31	31	33

* See figure on page 13 for additional information on human resources.

Explanation of Change in Financial Requirements:

The statutory item "Employee Benefit Plans" was increased from 13.5% to 14.5%, which results in an increase of \$27,000. The government's general fiscal restraint measures for 1996-97 include a reduction of \$23,000 in the Operating Budget. As a result, the overall change from 1995-96 to 1996-97 is an increase of \$4,000.

6. Future Year Plans and Priorities

The review of the RCMP disposition of a complaint involves many steps. In some stages, the Commission has no control over the time involved in the completion of the stage. For example, when the RCMP are collecting the information gathered in the course of investigating the complaint, when the RCMP are searching for information missing from the information they gathered, and when the RCMP are asked by the Chairman to carry out a further investigation. In addition, when the Commission carries out an investigation, time is required to locate individuals who must be interviewed as well as to arrange the interviews. Similarly, when the Chairman decides that a public hearing is necessary, it can take considerable time to arrange the hearing and to find a time that is convenient to all the parties, their lawyers and the members of the Commission sitting on the panel. However, once the information has been gathered in respect of a complaint that does not require an investigation or a public hearing, the Commission is trying and will continue to try to reduce the time it takes to analyze the information and to produce the final report. Targets have been developed for these reviews, and targets for other stages that are entirely under the control of the Commission will be developed in the next three years.

Since the Commission began operation in September 1988, it has found that certain provisions of the *RCMP Act* could be improved to facilitate the operational activities of the Commission. At the same time, the RCMP, when investigating complaints from the public, believe that some changes in the *RCMP Act* could also facilitate their work. To that end, the RCMP and the Commission have established a working group co-ordinated by officials at the Ministry of the Solicitor General of Canada's Secretariat. The members of the working group have the ultimate goal of presenting suggestions for legislative amendments to the *RCMP Act*.

The Commission is working to simplify its internal operations in order to improve the service it provides to its clientele: the public, complainants and members of the RCMP complained against. As part of this plan, a five year audit plan has been developed for the Commission. During the 1995-96 fiscal year, the first year of the plan has been under way, and reports on six aspects of the operational activities will be completed. The Commission management will be responding to the auditor's recommendations.

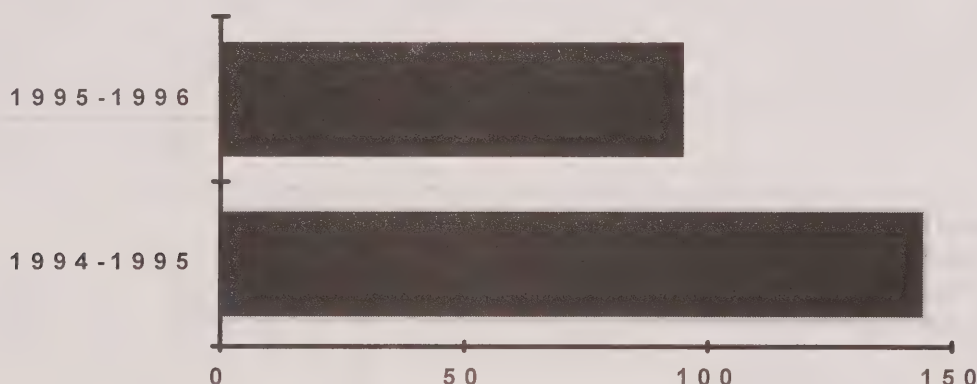
The Commission continues to work on upgrading its information technology system, including the intake, recording and control of public complaint information and the general record management operation of the Commission.

7. Performance Targets

The Commission would like to try to reduce the time it takes to produce its report on its review of the RCMP disposition of a complaint to 90 working days, when the Chairman is satisfied with the RCMP disposition. This target applies only to complaints when the complete documentation has been received from the RCMP. It excludes those complaints where either:

- additional documents are required;
- complaints must be investigated further or in the public interest;
- have been referred to the Federal Court, or
- a public hearing has been established.

The figure below shows the number of days it has taken the Commission to produce its reports on its review of the disposition of a complaint, when the Chairman is satisfied with the RCMP disposition.



Similar targets are being developed for other stages in the review of a complaint. These will be outlined in future Part III Main Estimates documents.

The Commission will up-grade one-third of its personal computers, connect one-third of its officials to the Government Enterprise Network (GENet), and upgrade the work environment of all its reviewer/analysts. The Commission will install a new automated new records management system and document tracking system.

The Commission will respond to and implement all the recommendations of the auditor in respect of the items audited in the 1995-96 fiscal year.

Section II
Supplementary Information

A. Profile of Program Resources

1. Financial Requirements by Object

Details of Financial Requirements by Object

(thousands of dollars)	Estimates 1996-97	Forecast 1995-96	Actual 1994-95
Personnel			
Salaries and wages	1,763	1,763	1,825
Contributions to employee benefits plans	256	229	229
	2,019	1,992	2,054
Goods and Services			
Transportation and communications	264	264	329
Information	118	118	94
Professional and special services	929	952	829
Rentals	31	31	32
Purchased repair and upkeep	20	20	15
Utilities, materials and supplies	70	70	115
Minor Capital Acquisition	80	80	101
	1,512	1,535	1,515
Total Expenditures	3,531	3,527	3,569

2. Personnel Requirements

Details of Personnel Requirements

	FTE* Estimates 1996-97	FTE Forecast 1995-96	FTE Actual 1994-95	Current Salary Range
Senior Management ⁺	3	3	4	63,300-128,900
Scientific and Professional	1	1	1	29,870-128,900
Administrative and Foreign Service				
• Administrative Services	6	7	7	17,994 - 75,002
• Program Administration	14	11	11	17,994 - 75,002
Administrative Support				
• Clerical and Regulatory	2	2	2	16,999- 41,724
• Secretarial, Stenographic & Typing	5	7	8	16,847- 41,991
	31	31	33	

* Full-time equivalent (FTE) is a measure of human resource consumption based on average levels of employment. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work. FTEs are not subject to Treasury Board control but are disclosed in Part II of the Estimates in support of personnel expenditure requirements specified in the Estimates.

+ Senior Management includes Governor-in-Council appointees and executives.

3. Total Cost of Program

The Estimates of the Program include only those expenditures to be charged to its votes and statutory authorities. The table below provides details of other items which need to be taken into account to arrive at the estimated total cost of the Program.

Total Cost of Program for 1996-97

(thousands of dollars)	Main Estimates 1996-97	Add Other Costs*	Estimated Total Program Cost	
			1996-97	1995-96
	3,531	470	4,001	3,987

* Other costs include the following:	(\$000)
Services provided by Public Works Canada	368
Costs paid by the Treasury Board Secretariat	102

B. Performance Report

1. Key Results Achieved in Current Year (1995-96)

In respect of the plans of the Commission for 1995-96, the following results were achieved:

- training for Commission employees in harassment awareness and stress management, as well as a training session for Commission investigators were carried out;
- training for newly appointed members of the Commission was held at the RCMP Depot Division in Regina, Saskatchewan and in Ottawa;
- an employment equity policy and plan was developed and implementation of the plan was commenced;
- the Commission produced a pamphlet in Inuktitut which was distributed to the Northwest Territories; another pamphlet in a dialect of Plains Cree was published and is being distributed to the Prairie provinces;
- development of the communications strategic plan is well under way and is likely to be completed by the end of the 1995-96 fiscal year;
- the survey of complainants and RCMP members, carried out on behalf of the Commission by Statistics Canada, was completed and the report was released by Statistics Canada;
- a declaration of service standards was developed and published by the Commission;
- the mission statement development process is well advanced and likely to be completed by the end of the 1995-96 fiscal year; and
- a five-year audit plan was developed and the first year of the plan was implemented.

2. Use of 1994-95 Authorities - Volume II of the Public Accounts

Vote (dollars)		Main Estimates	Total Available for Use	Actual Use
Royal Canadian Mounted Police Public Complaints Commission				
45	Program expenditures	3,479,000	3,479,000	3,340,228
(S)	Contributions to employee benefit plans	229,000	229,000	229,000
Total Program - Budgetary		3,708,000	3,708,000	3,569,228

C. Further Information

1. List of Publications

Annual Report 1988-89
June 1989

Annual Report 1989-90
June 1990

RCMP Act (Commission consolidation)
March 1990

Annual Report 1990-91
June 1991

Federal and Provincial Police Oversight Legislation: A Comparison of Statutory Provisions
June 1991

Annual Report 1991-92
June 1992

Annual Report 1992-93
June 1993

Annual Report 1993-94
May 1994

Annual Report 1994-95
May 1995

Most of these publications have been widely distributed and most are available to the public on request from the Commission.

2. Listing of Regional Offices

i) Prairie Regional Office

P.O. Box 50
Edmonton, Alberta
T5J 3R8

1-800-661-3601

ii) Pacific Regional Office

Robson Court Building, Suite 670
840 Howe Street
Vancouver, British Columbia
V6Z 2L2

1-800-665-6878

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Bureaux régionaux**(i) Bureau régional des Prairies**

C.P. 50
Edmonton (Alberta)
T5J 3R8

1-800-661-3601

(ii) Bureau régional du Pacifique

Robson Court Bldg, suite 670
840 Howe Street
Vancouver (Colombie Britannique)
V6Z 2L2

1-800-665-6878

Crédit (en dollars)				Budget principal	Autorisation totale	Utilisation réelle
45	(S)	Commission des plaintes du public contre la GRC	Dépenses du	3 479 000	3 479 000	3 340 228
			programme			
			Contributions aux			
			régimes d'avantages	229 000	229 000	229 000
			sociaux des employés	229 000	229 000	
Total du Programme				3 708 000	3 708 000	3 569 228
- Exercice financier						

C. Information complémentaire

1. Liste des publications

Rapport annuel 1988-1989	- Juin 1989
Rapport annuel 1989-1990	- Juin 1990
Loi sur la GRC (Codification de la Commission)	- May 1990
Rapport annuel 1990-1991	- Juin 1991
Lois fédérales et provinciales régissant les organismes de surveillance de la police - Comparaison des dispositions législatives	
Juin 1991	
Rapport annuel 1991-1992	- Juin 1992
Rapport annuel 1992-1993	- Mai 1993
Rapport annuel 1993-1994	- Mai 1994
Rapport annuel 1994-1995	- Mai 1995

La plupart de ces publications ont été largement diffusées. On peut se procurer la plupart de celles-ci en s'adressant à la Commission.

3. Coût total du Programme

Le Budget des dépenses du Programme ne comprend que les dépenses imputées aux crédits votés et aux autorisations législatives. On trouvera, à la figure ci-dessous, des détails sur les autres postes de dépense dont il faut tenir compte pour calculer le coût estimatif total du Programme.

Coût total du Programme pour 1995-1996			
(en milliers de dollars)			
Budget principal 1995-1996	Autres dépenses*	1995-1996	Coût total estimatif du Programme 1994-1995
3 531	483	4 014	3 987
* Les autres dépenses comprennent: <ul style="list-style-type: none"> • les services fournis par Travaux publics Canada • les frais payés par le Secrétariat du Conseil du Trésor 			
			368
			115

B. Rapport de rendement

1. Principaux résultats obtenus pendant l'exercice courant (1995-1996)

Conformément aux plans de la Commission pour 1995-1996, les résultats suivants ont été obtenus :

- les employés de la Commission ont suivi des séances de sensibilisation au harcèlement et d'information sur la gestion du stress; en outre, les enquêteurs ont eu une séance de formation; la formation des nouveaux membres de la Commission a eu lieu à la Division « Dépôt » de la GRC à Regina, en Saskatchewan, ainsi qu'à Ottawa;
- une politique et un plan d'équité en matière d'emploi ont été élaborés; l'exécution du plan a commencé;
- la Commission a publié une brochure en inuktitut qui a été distribuée dans les Territoires du Nord-Ouest; une autre brochure a été publiée en langue cri et va être diffusée dans les provinces des Prairies;
- l'élaboration du plan stratégique de communication est en bonne voie; elle devrait être terminée d'ici la fin de l'exercice 1995-1996;
- le sondage mené par Statistique Canada, pour le compte de la Commission, auprès des plaignants et des membres de la GRC a été terminé et Statistique Canada a publié le rapport;
- la Commission a élaboré et publié un énoncé des normes de service;
- la rédaction de l'énoncé de mission est en bonne voie; le document devrait être prêt d'ici la fin de l'exercice 1995-1996;
- un plan de vérification quinquennal a été établi et exécuté pour la première année.

2

Détail des besoins en personnel

ETP* d'après le	Budget des	dépenses	1995-1996	ETP prévus	1994-1995	ETP réels	1993-1994	Echelle des	traitements actuelle
Cadres supérieurs+	3	3	4	63 300 - 128 900					
Catégorie scientifique et professionnelle	1	1	1	29 870 - 128 900					
Administration et services extérieurs									
• Services administratifs	6	7	7	17 994 - 75 002					
• Administration des programmes	14	11	11	17 994 - 75 002					
Soutien administratif									
• Commis aux écritures	2	2	2	16 999 - 41 724					
• Secrétaire, sténo et dactylo	5	7	8	16 847 - 41 991					
	31	31	33						

L'équivalent temps plein (ETP) est une unité de mesure de l'utilisation des ressources humaines fondée sur l'effectif moyen. L'ETP permet de ne pas tenir compte du nombre d'heures de travail hebdomadaires de chaque employé en calculant simplement le nombre d'heures de travail assignées pendant les heures de travail normales. Les ETP ne sont pas contrôlés par le Conseil du Trésor, mais ils figurent dans la partie II du Budget des dépenses et servent à justifier les sommes demandées dans le Budget au chapitre des dépenses en personnel.

Font partie des cadres supérieurs les personnes nommées par le gouverneur en conseil et les dirigeants de la Commission.

Section II
Renseignements supplémentaires

A. Aperçu des ressources du Programme

I. Besoins financiers par poste

Détail des besoins financiers par poste

(en milliers de dollars)			
Budget des dépenses	Prévisions 1995-1996	1994-1995 réelles	Dépenses
Personnel			
Traitements et salaires	1 763	1 825	
Contributions aux régimes d'avantages sociaux des employés	256	229	
	2 019	1 992	2 054
Biens et services			
Transport et communications	264	264	329
Information	118	118	94
Services professionnels et spéciaux	929	952	829
Location	31	31	32
Achat de services et réparations	20	20	15
Services publics, fournitures et approvisionnements	70	70	115
Acquisition d'immobilisations mineures	80	80	101
	1 512	1 535	1 515
Total des dépenses	3 531	3 527	3 569

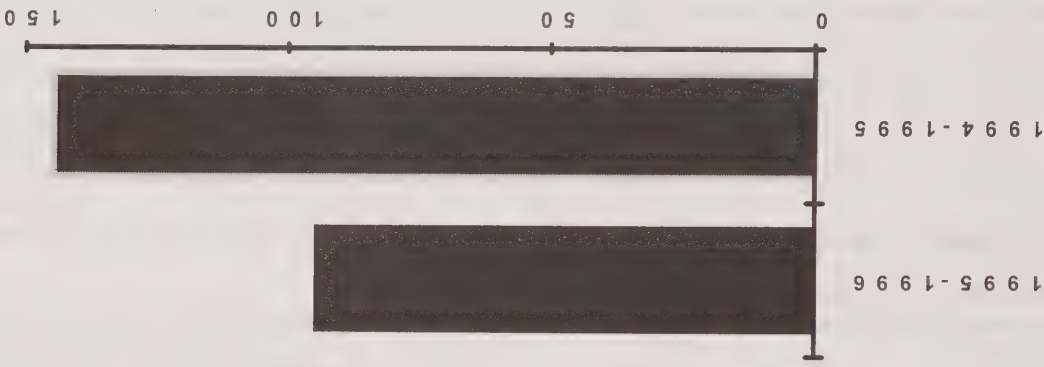
La Commission continue d'améliorer son système d'information, en ce qui concerne notamment l'entrée, l'enregistrement et le contrôle de l'information relative aux plaintes du public et l'administration générale de la Commission.

7. Objectifs de rendement

La Commission voudrait réduire à 90 jours le temps qui lui est nécessaire pour produire son rapport sur la révision d'une plainte dans les cas où le Président approuve la manière dont la GRC a réglé la plainte. Cet objectif s'applique uniquement aux plaintes pour lesquelles la Commission a reçu une documentation complète de la GRC, et non au cas où :

- des documents additionnels sont nécessaires;
- une enquête plus approfondie ou dans l'intérêt public s'impose;
- l'affaire a été renvoyée à la Cour fédérale;
- une audience publique est organisée.

La figure ci-dessous indique combien de jours sont nécessaires pour produire un rapport sur la révision d'une plainte dans les cas où le Président approuve la manière dont la GRC a réglé la plainte.



Des objectifs du même genre sont en cours d'élaboration pour les autres étapes de la révision d'une plainte. Ils seront décrits à l'avenir dans la partie III du Budget des dépenses principal.

La Commission fera passer à une puissance supérieure le tiers de ses ordinateurs personnels, reliera le tiers de ses employés au réseau du gouvernement (GEnet) et améliorera l'environnement de travail de tous ses examinateurs-analystes. Elle installera un nouveau système automatisé de gestion des dossiers et de repérage des documents.

La Commission répondra à toutes les recommandations du vérificateur concernant les points ayant fait l'objet d'une vérification au cours de l'exercice 1995-1996 et elle y donnera suite.

5. Sommaire des besoins financiers

(en milliers de dollars)		Budget des dépenses	Prévisions	Budget principal
		1996-1997	1995-1996	1994-1995
Commission des plaintes du public contre la GRC	3 531	3 527	3 708	
Ressources humaines * (ETP)	31	31	33	

* Voir la figure à la page 13 pour plus de renseignements sur les ressources humaines

* Voir la figure à la page 13 pour plus de renseignements sur les ressources humaines.

Explication de l'écart dans les besoins financiers:

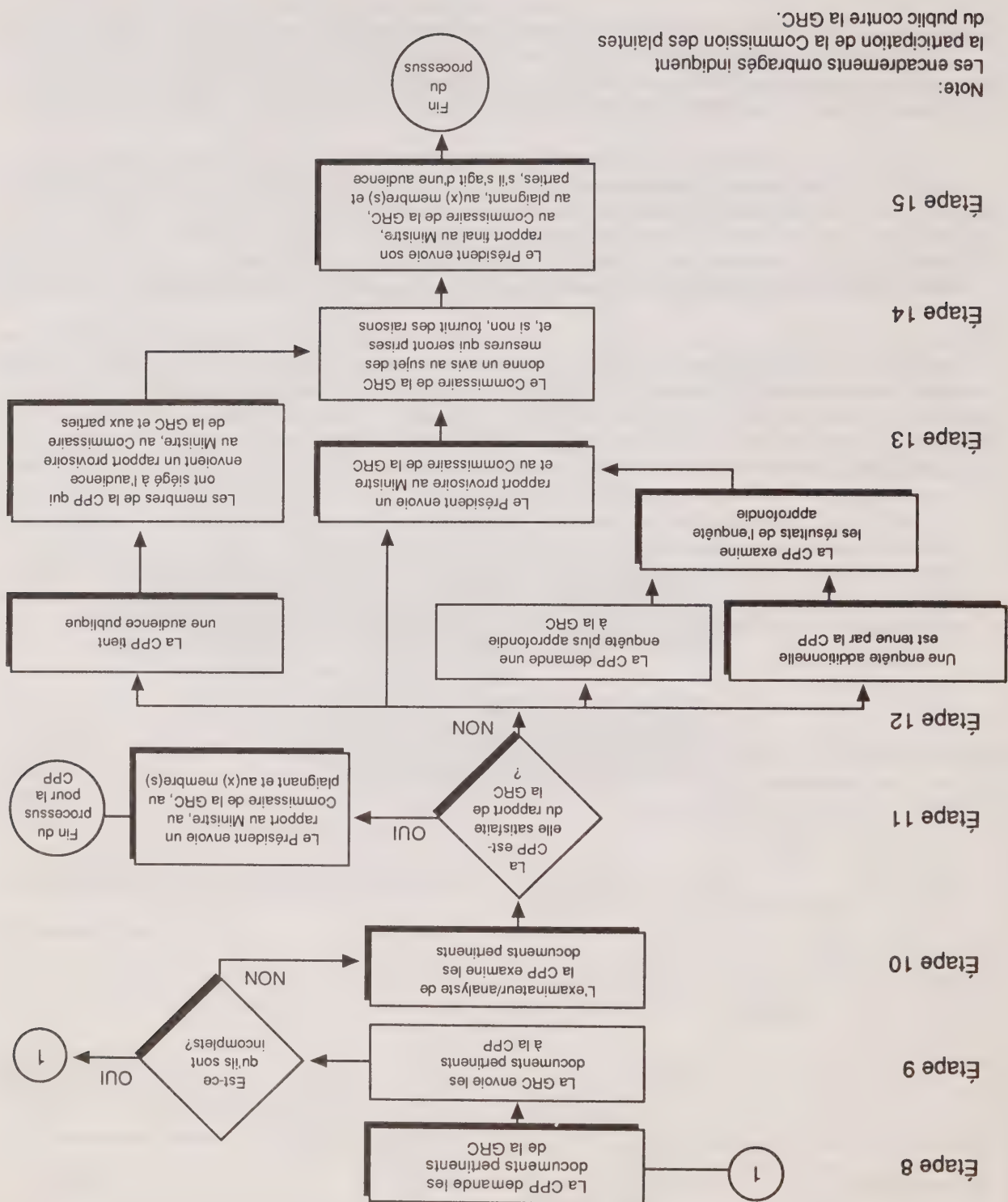
Le poste législatif « Régime de d'avantages sociaux des employés » est passé de 13,5% à 14,5%, ce qui correspond à une hausse de 27 000 \$. Les mesures générales d'austérité financière décrétées par le gouvernement pour 1996-1997 comprennent la réduction de 23 000 \$ du budget de fonctionnement. Ce facteur explique l'augmentation nette de 4 000 \$ entre le budget de 1995-1996 et celui de 1996-1997.

6. Plans et priorités pour les années à venir

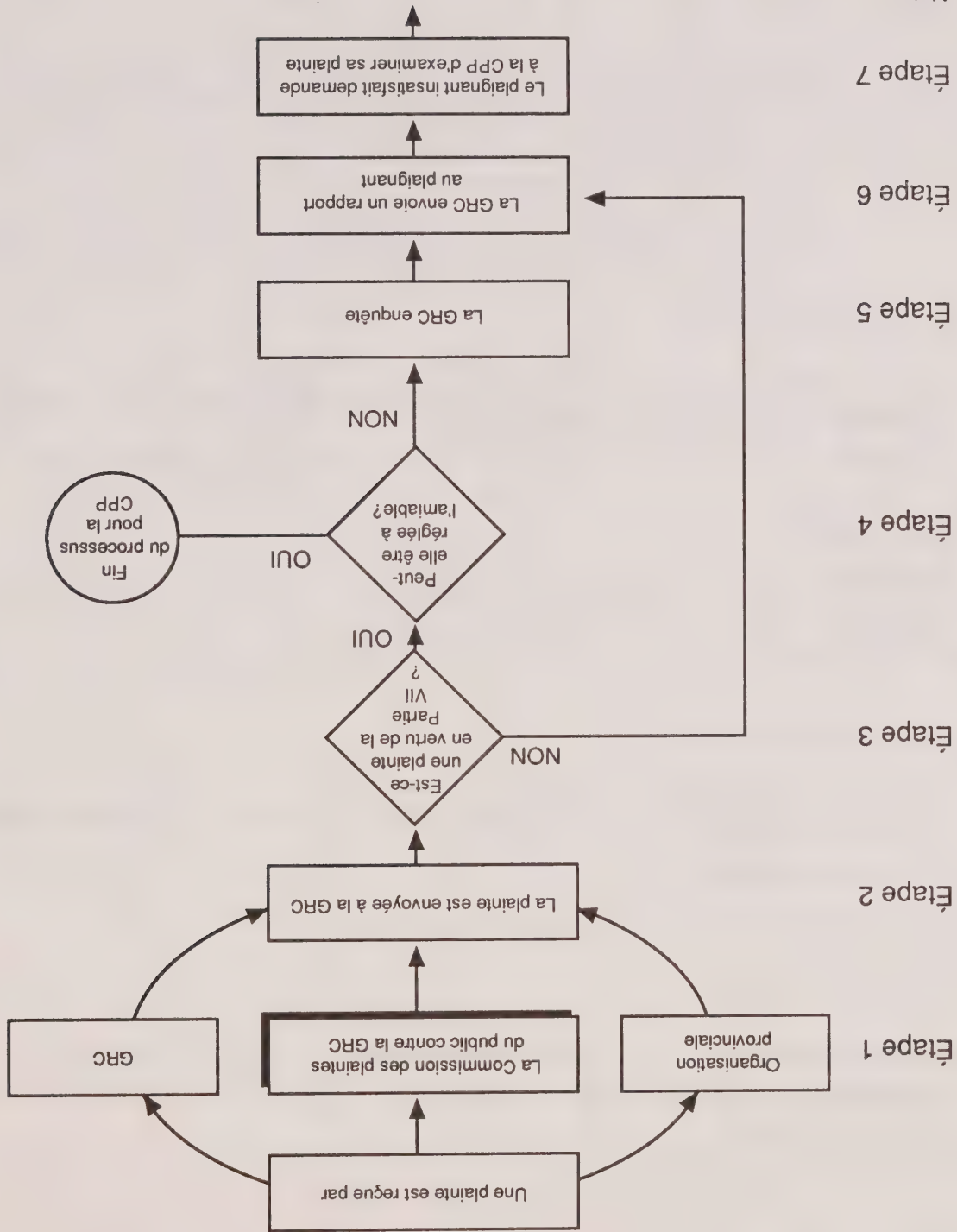
La révision de la manière dont la GRC a réglé une plainte comporte de nombreuses étapes. Dans certains cas, la Commission ne maîtrise aucunement la durée du règlement de l'affaire, par exemple lorsque la GRC rassemble l'information recueillie au cours de son enquête sur la plainte ou qu'elle cherche des éléments manquants de cette information, ou encore lorsque le Président demande à la GRC d'effectuer une enquête additionnelle. En outre, lorsque la Commission mène une enquête, il lui faut du temps pour retrouver les personnes qui doivent être interrogées et pour arranger les entrevues. De même, lorsque le Président décide qu'une audience publique est nécessaire, cela peut prendre beaucoup de temps d'organiser l'audience, de trouver une date convenant à toutes les parties, à leurs avocats et aux membres de la Commission qui doivent siéger à l'audience. Toutefois, dans les cas qui n'exigent ni enquête ni audience publique, la Commission s'efforce et continuera de s'efforcer de réduire la période consacrée à l'analyse de l'information et à la rédaction du rapport final. Des objectifs de rendement ont été définis pour ce type de révision, et d'autres objectifs seront fixés dans les trois prochaines années pour les autres étapes entièrement sous le contrôle de la Commission.

La Commission, entrée en activité en septembre 1988, a depuis constaté que son fonctionnement opérationnel pourrait être facilité si l'on apportait des améliorations à certaines dispositions de la *Loi sur la GRC*. De son côté, la GRC estime que certaines modifications à la Loi pourraient faciliter son travail pour ce qui est des enquêtes sur les plaintes du public. C'est pourquoi la GRC et la Commission ont créé un groupe de travail dont les fonctionnaires du Secrétariat du ministre du Solliciteur général du Canada assurent la coordination. Les membres de ce groupe de travail ont pour mandat de présenter des propositions de modifications à la *Loi sur la GRC*.

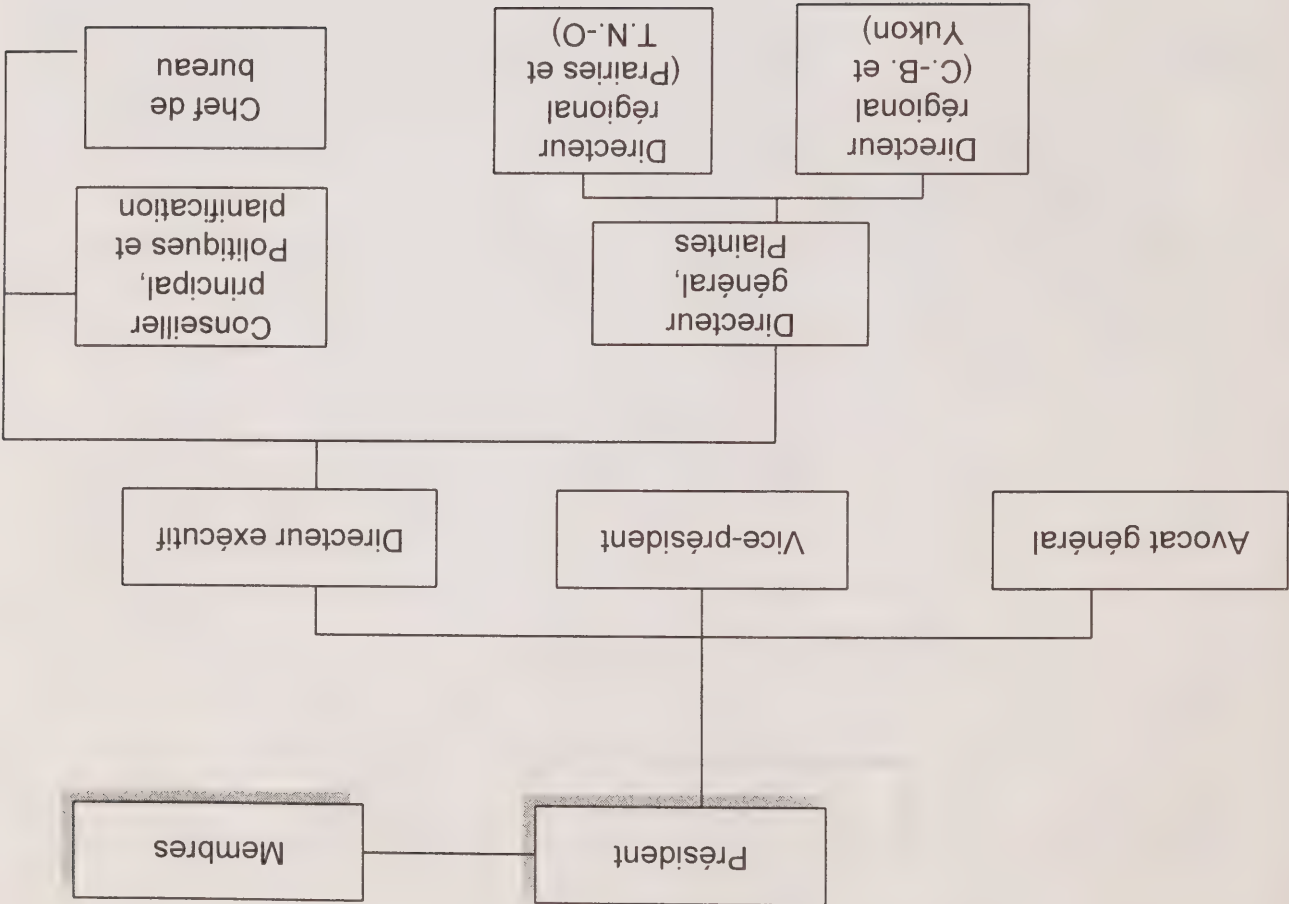
La Commission s'emploie à simplifier son fonctionnement interne de manière à améliorer les services offerts à sa clientèle, à savoir le public, les plaignants et les membres de la GRC mis en cause par les plaintes. C'est ainsi qu'elle a élaboré un plan de vérification quinquennal. La première phase d'exécution de ce plan a pris place durant l'exercice 1995-1996 et des rapports seront présentés sur six aspects des activités opérationnelles. L'administration de la Commission répondra aux recommandations du vérificateur.



4. Processus de réception et de révision des plaintes



Note:
Les encadrements ombragés indiquent la participation de la Commission des plaintes du public contre la GRC.



La structure organisationnelle de la Commission, y compris les deux bureaux régionaux, est représentée à la section 3 ci-dessous. L'un de ces bureaux est situé à Vancouver (Colombie-Britannique) et s'occupe des plaintes venant de cette province et du Yukon. L'autre se trouve à Edmonton (Alberta) et traite les plaintes venant des Territoires du Nord-Ouest et des provinces des Prairies. Chaque bureau régional est doté d'un directeur, d'enquêteurs et d'un personnel de soutien. Le siège de la Commission, situé à Ottawa, s'occupe des plaintes venant de l'Ontario, du Québec et des provinces de l'Atlantique. Par suite de l'examen des programmes, les postes de vice-président et de membres suppléants seront abolis.

Structure par activité : La Commission a une seule activité, qui est identique au Programme. Cette activité comporte trois fonctions principales : la réception et la révision des plaintes, l'information du public et l'administration.

2. Plans pour 1996-1997

Les plans de la Commission pour l'exercice 1996-1997 consistent en ce qui suit :

- révision des plaintes
 - la Commission réduira la durée de ses révisions, particulièrement pour les cas ne nécessitant ni enquête ni audience publique.
- ressources humaines
 - la Commission continuera de veiller au perfectionnement professionnel, à la formation et à la motivation des ses employés;
 - une procédure de règlement des griefs et des directives en matière de sécurité et de protection du personnel seront élaborées;
 - on continuera de travailler au plan d'équité en matière d'emploi.
- communication
 - la Commission étudiera de nouveaux moyens d'atteindre les collectivités autochtones, ainsi que la population canadienne en général;
 - la Commission prendra les mesures nécessaires pour mettre en place un plan stratégique de communication.
- prestation de services
 - à la lumière des résultats du sondage mené auprès des plaignants et des membres de la GRC, la Commission explorera de nouvelles méthodes pour la prestation de services à ses clients;
 - la Commission continuera d'apporter des changements au processus de réception et de révision des plaintes afin d'assurer la prestation de services de qualité, en améliorant son système d'information en répondant aux recommandations du vérificateur;
 - la Commission, de concert avec la GRC, proposera des modifications à la Loi sur la GRC visant à faciliter le fonctionnement de la Commission.

La Commission des plaintes du public contre la Gendarmerie royale du Canada (la Commission) est un organisme fédéral indépendant qui a été créé en 1986 en vertu de modifications apportées à la *Loi sur la Gendarmerie royale du Canada*. La partie VI de la Loi établit la structure de la Commission ainsi que les fonctions et les responsabilités de ses membres, qui sont nommés par décret du gouverneur en conseil. La partie VII décrit le processus de réception et de révision des plaintes déposées par le public concernant la conduite des membres de la GRC. Ce processus inclut le pouvoir de la Commission de recevoir les plaintes et de les envoyer à la GRC en vue d'une enquête et d'un règlement. La partie VII donne également aux plaignants le droit de faire réviser par la Commission la manière dont leur plainte a été réglée par la GRC. Le processus de révision, établi dans la partie VII, donne au Président le pouvoir de faire enquête sur les plaintes et de tenir des audiences publiques à cette fin. Le Président a également le pouvoir de porter plainte lorsqu'il estime qu'il existe des motifs raisonnables de le faire.

Conformément au décret C.P. 1986-2904, la Commission est réputée être un ministère pour l'application de la *Loi sur la gestion des finances publiques* et de la *Loi sur l'emploi dans la fonction publique*.

2. Objectif du Programme

La Commission offre au public la possibilité de porter plainte au sujet de la conduite de membres de la GRC dans l'exercice de leurs fonctions et de faire réviser par un organisme fédéral indépendant la manière dont les plaintes ont été réglées par la GRC.

B. Plans et besoins

I. Contexte

Structure organisationnelle : La Commission se compose d'un président et d'un vice-président à temps plein, de membres représentant chaque province et territoire contractant et d'au plus trois autres membres. Ces personnes sont toutes nommées par décret du gouverneur en conseil pour un mandat de cinq ans. À l'exception du président, chaque membre peut avoir un suppléant, qui est nommé de la même manière. Le président et le vice-président sont des membres à temps plein. Les membres et les suppléants sont des membres à temps partiel. La principale fonction des membres est de diriger les audiences auxquelles ils ont été affectés par le président. La partie VI de la *Loi sur la Gendarmerie royale du Canada* décrit la constitution et l'organisation de la Commission.

Chaque province ou territoire qui a conclu une entente avec la GRC relativement à la prestation de services de police est représentée à la Commission. Son représentant est nommé après consultation du ministre provincial ou territorial, ou autre représentant élu, qui est responsable de la police. Aucun membre de la GRC ne peut siéger à la Commission. Le président de la Commission en assure la direction et peut déléguer au vice-président les pouvoirs et les fonctions que lui confère la loi, sauf le pouvoir de déléguer et la responsabilité de présenter le rapport annuel de la Commission.

Autorisations de dépenser

A. Autorisations pour 1996-1997 - Partie II du Budget des dépenses principal

Besoins financiers par autorisation

Crédit (en milliers de dollars)		1996-1997	1995-1996
Commission des plaintes du public			
contre la GRC			
50	Dépenses du Programme	3 275	3 298
(S)	Contributions aux régimes		
	d'avantages sociaux des employés	256	229
Total pour l'organisme		3 531	3 527

Crédits - Libellé et montants demandés

Crédit (en dollars)		Budget principal 1997-1997
Commission des plaintes du public		
contre la GRC		
50	Commission des plaintes du public	
	contre la GRC	
	Dépenses du Programme	3 275 000

Programme par activité

(en milliers de dollars)		Budget principal pour 1996-1997
Exercice financier		

Commission des plaintes		Fonctionnement	Total	Budget principal 1995-1996
du public		3 531	3 531	3 527
contre la GRC				
Commission des plaintes		3 531	3 531	3 527

Autorisations de dépenser

A. Autorisations pour 1996-1997 - Partie II du Budget des dépenses principal

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Section I

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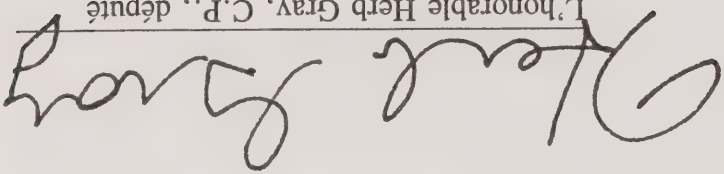
Conçu pour servir de document de référence, le présent plan de dépenses comporte une gamme de renseignements visant à répondre aux différents besoins du lecteur.

Ce plan se divise en deux sections. La section I donne un aperçu et une description du Programme et des données de base, et présente les objectifs en matière de planification et la perspective dans laquelle ils s'inscrivent. Elle fournit également des données sur le rendement à l'apui des ressources demandées. La section II fournit des renseignements supplémentaires sur les coûts du Programme et les ressources qu'il nécessite, ainsi que des analyses spéciales qui permettront au lecteur de mieux comprendre le Programme.

La section I est précédée des autorisations de dépenser tirées de la partie II du Budget des dépenses et du volume II des Comptes publics. Cette façon de procéder assure une certaine continuité avec les autres documents budgétaires et permet d'évaluer les résultats financiers du Programme au cours de l'année écoulée.

Le présent document est conçu pour faciliter l'accès à des renseignements précis. La table des matières expose en détail le contenu de chaque section. En outre, dans tout le document, des renvois permettent au lecteur de trouver des renseignements additionnels sur les postes qui l'intéressent plus particulièrement.

Souignons que, conformément aux principes du budget de fonctionnement, l'utilisation des ressources humaines indiquée dans le présent plan de dépenses sera calculée selon les équivalents temps plein (ETP) des employés. Grâce à l'unité des ETP, on peut réduire la durée de travail hebdomadaire des employés en calculant le ratio heures de travail assignées par rapport aux heures de travail normales.


L'honorable Herb Gray, C.P., député
Solliciteur général

Les documents budgétaires

Le Budget des dépenses du gouvernement du Canada est divisé en trois parties. Commençant par un aperçu des dépenses totales du gouvernement dans la Partie I, les documents deviennent de plus en plus détaillés. Dans la Partie II, les dépenses sont décrites selon les ministères, les organismes et les programmes. Cette partie renferme aussi le libellé proposé des conditions qui s'appliquent aux pouvoirs de dépenser qu'on demande au Parlement d'accorder. Dans les documents de la Partie III, on fournit des détails supplémentaires sur chacun des ministères ainsi que sur leurs programmes surtout axés sur les résultats attendus en contrepartie de l'argent dépensé.

Les instructions sur la façon de se procurer ces documents se trouvent sur le bon de commande qui accompagne la Partie II.

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Commission des plaintes
du public contre la
Gendarmerie royale
du Canada

Budget des dépenses
1996-1997

Partie III

Plan de dépenses



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